

Sales Management

THE MAGAZINE OF MARKETING



SCHENLEY

REVEALS

DECANTER

SECRETS

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With Management Job Descriptions**

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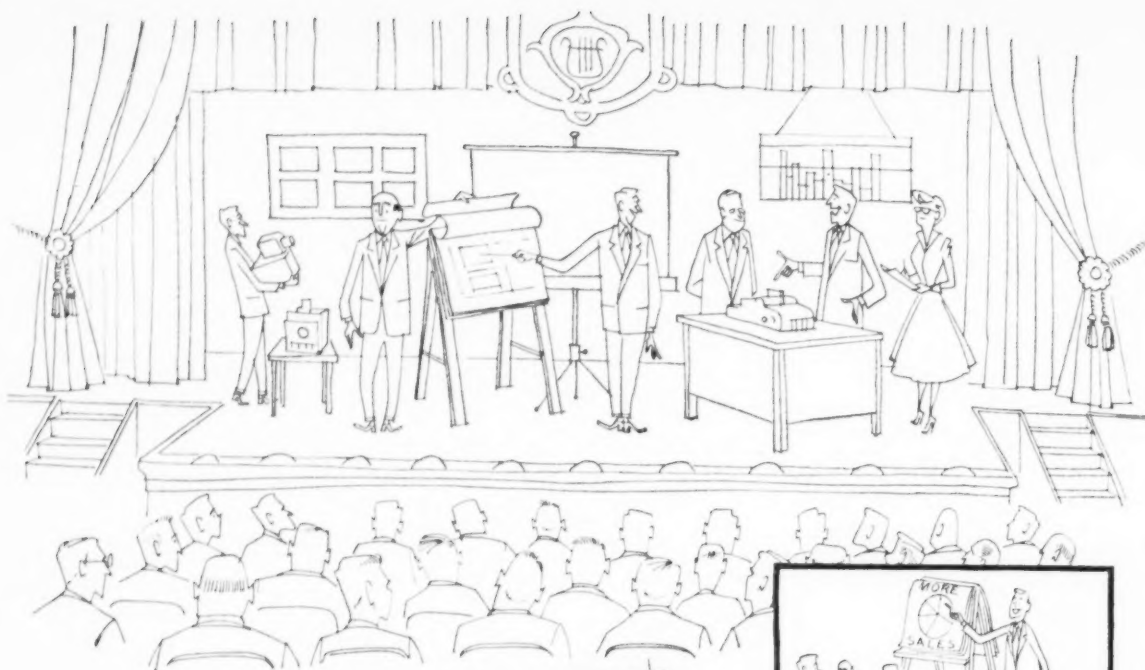
He Sells Xmas Trees In July

PAGE 26

A
BILL
BROTHERS
PUBLICATION

FIFTY CENTS

NOV • 20 • 1953



Professional help on
GROUP PRESENTATIONS
 and **SHOWINGS**
 for audiences large and small

Helping America's business leaders with visual interpretations of ideas to accomplish their objectives is the privilege of The Jam Handy Organization. Out of more than 30 years of this experience has come "know-how" —also the development of skilled personnel, with the right facilities for highly effective service.

The **JAM HANDY**
Organization

OFFICES

NEW YORK 19
 1775 Broadway

DETROIT 11
 2821 E. Grand Blvd.

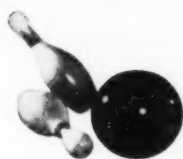
CHICAGO 1
 230 North Michigan Ave.

DAYTON 2
 310 Tarbott Bldg.

PITTSBURGH 22
 930-932 Penn Ave.

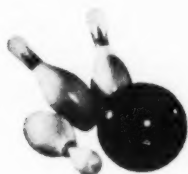
HOLLYWOOD 28
 5746 Sunset Blvd.





You can reach nearly

2



out of every

3

families



in the top three markets

with this

1

great buy!

According to the U. S. Census of Business, the average family in the three markets of New York,

Chicago and Philadelphia spends 5% more for Drugs, 31% more for Food, 33% more for Furniture, Furnishings and Appliances, and 103% more for

Apparel than the average family in the rest of the U. S. FIRST 3 Markets Group reaches nearly 2/3 of all families in the three compact areas.

Increase your sales with this 1 great buy:



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

New York Sunday News
Colorado Magazine

Chicago Sunday Tribune
Magazine

Philadelphia Sunday Inquirer
"Today" Magazine

New York 17, N. Y. News Building, 220 East 42nd Street, VANDerbilt 6-4894
Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GArfeld 1-7946
Los Angeles 17, Calif., 1127 Wilshire Boulevard, MIchigan 0259

N.E.D. Reader Response Zooms to New High!



Again in 1953, N.E.D. is delivering more inquiries than in any previous year—topping the previous high reached in 1952 by 15½ percent! Today, N.E.D. is actually delivering *more* for advertisers' dollars than ever before because inquiry production exceeds the rate of advertising growth. Yet there is real significance in this following fact, too . . .

1953 Advertising Volume Soars to New Record! Because N.E.D. does such an outstanding job of producing sales leads, it is now being used by more advertisers than ever before. For the eighth consecutive year, advertising carried in N.E.D. has climbed to a new high—8143 units in the first 11 months of 1953 compared to 7446 units during the same 1952 period. This is by far the largest gain reported* for any similar product information paper.

. . . and Low-Cost Coverage Reaches New Thousands. Right now N.E.D. is giving advertisers the greatest coverage of key engineering, design, production, plant operating and maintenance, and purchasing men in its history—men who buy and specify in top plants in all major industries. But still more coverage is coming. By January 1, 1954, 70,000 copies of N.E.D. will enable you to reach more customers and prospects than ever—at lowest cost.

Be sure you have the latest facts about N.E.D. for planning new schedules. Ask for a copy of "Suppose You Were In These Shoes".
*in Industrial Marketing

- 68,498 COPIES (Total Distribution)
- 200,000 READERS
- in 41,561 PLANTS

A PENTON PUBLICATION

1213 West Third Street
Cleveland 13, Ohio



**NEW
EQUIPMENT
DIGEST**

Sales Management

CONTENTS, NOVEMBER 20, 1953

ADVERTISING

Schenley Reveals Decanter Secrets

Here told for the first time is the fascinating story of top secret preparations for a multi-million dollar promotion.

By Robert Letwin 44

Westinghouse's Big Pay-Off To \$8,000 Ad Budget

For example: A one million dollar order for lumber equipment was traced directly to a sales promotional booklet which gained entry for the salesman, an interview, the sale.

By Alvin Rosensweet 83

COMPENSATION

Victor Abandons Straight Commission For Salary Plus Incentive Pay

Base pay cuts the worries that come with widely fluctuating income. A sliding scale of commissions applying to all volume over \$1,500 a month encourages each man to fight hard to get into the higher-percentage income areas.

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Distributor's Sales Policies Offer Cues for Manufacturers

An industrial supply house spells out its ideas for a sound relationship with customers and with suppliers. Where do your policies coincide? Do you state your views in writing? By Louis H. Brendel, Merchandising Director, James Thomas Chirug Co.

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EXECUTIVE ANALYSIS

Bad Boys of Sales Management

There is no attempt to point a finger at any special person or any one company. But even the best sales executives indulge in a bit of soul searching. It may have made them best. By Jim Robinson

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MANAGEMENT

Better Teamwork, Less Friction With Management Job Descriptions

Just what is a "job description"? Why does a company need them? How are they written? How do they pay off? This article discusses job descriptions for chief sales executives, shows why they are effective management tools.

By Jack A. Wichert, Associate, McKinsey & Company, Management Consultants 24

SALES MANAGEMENT

MERCHANDISING

Slipping Market Spurs Better Selling For Fresh Fruits & Vegetables

Big per capita gains have been chalked up since 1940 by both canned and frozen foods, while fresh produce has barely held its own. A vigorous campaign by United Fruit and Vegetable Assn. is aimed at arresting the trend.

By Jerome Shoenfeld, Washington Editor 40

SALESMANSHIP

Price Higher than Competition? Then Prove Value by Demonstration

Case in point: Pacific Coast Foil Co. sells linings for crates in which fresh produce goes to market. Cost is about 6 cents more per crate than for paper. See what good selling does to convince growers foil is worth the extra investment.

By C. G. Bennett, Director of Product Development and Consumer Research, Pacific Coast Foil Co., Division of Jorgenson & Co. 32

He Sells Christmas Trees in July

His name is Al Berg. He is, at one and the same time, sentimental and practical about Christmas trees. As an independent salesman, he has created his own market. He sells solely to corporations for gift-giving to customers and employees.

By David J. Atchison 26

SALES MEETINGS

Penny-Wise Sales Skit

National Automatic Merchandising Association comes up with a playlet to demonstrate the right and wrong way to service vending machines in industrial plants. Bill: \$211.75. 76

TELEPHONE SELLING

Sold by Phone and Mail: \$7 Million Worth of Steel

"Voice-to-voice" selling, backed up with a barrage of direct mail, moves 36,000 tons of steel a year for Rolled Steel.

By Seymour Waldman, President, Rolled Steel Products Division, Emergency Steel Service Corp. 60

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NOVEMBER 20, 1953

Are you interested in inquiries that result in sales?

● The 1953 Edition of Thomas Register carried product descriptive advertising for 10,384 Advertisers. This vast advertising patronage far exceeds the number of advertisers using all other industrial media combined.

One of the reasons for this fabulous trend to T. R. is the direct return thru Top Quality inquiries that result in Sales.

A Thomas Register representative can give you many other good reasons for your representation in T. R. Call him, now.

The Only Paid Circulation



**in the field —
ABC 96% Paid**



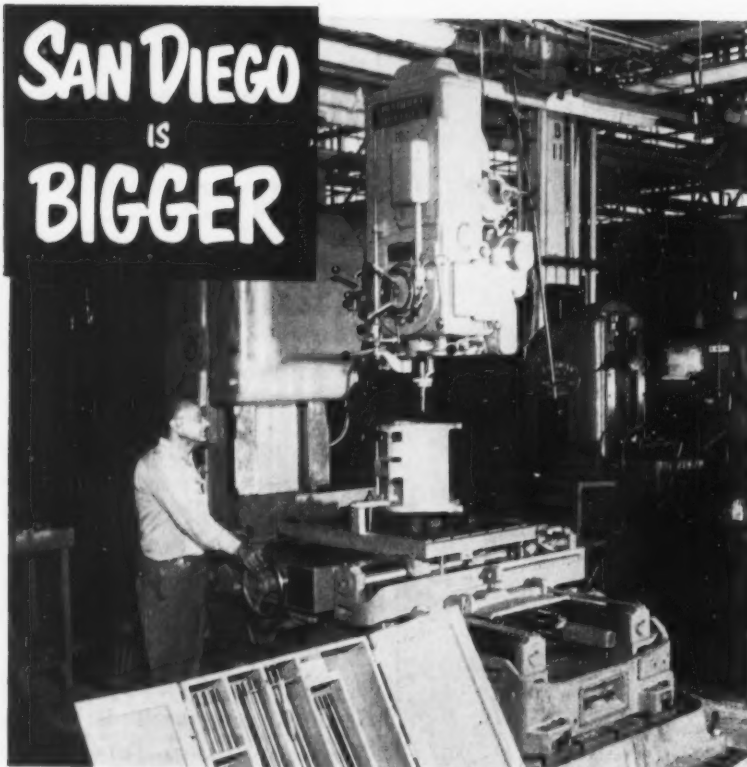
THOMAS REGISTER

461 EIGHTH AVENUE

NEW YORK 1, N. Y.



**SAN DIEGO
IS
BIGGER**



than

Denver, Colo. . . .	\$278,000,000
Schenectady, N. Y. . .	185,000,000
Rockford, Ill. . . .	271,000,000
Fort Worth, Texas . .	262,000,000
New Orleans, La. . .	262,000,000
Allentown, Pa. . . .	219,000,000

MANUFACTURING

**SAN DIEGO
CALIFORNIA
\$298,000,000**

Only the San Diego
Union and Evening
Tribune provides sat-
uration coverage of
this billion dollar
mighty-market.

Data Copyrighted 1953 Sales Management, Survey of Buying Power; further reproduction not licensed.



**San Diego Union
and
EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. LExington 2-1760

EDITORIAL

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ASSOC. MANAGING EDITOR John H. Caldwell
SPECIAL FEATURE EDITOR Lawrence M. Hughes
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SALES PROM. MGR. Christopher Anderson
ASS'T. PROM. MGR. Madeleine Roark
PRODUCTION MANAGER Nancy Buckley
FIELD MANAGERS

NEW YORK 16, N.Y. (386 Fourth Avenue;
LExington 2-1760): Merrill V. Reed, W. E.
Dunsby, Wm. McClenaghan, Randy Brown,
Jr., Gerald T. O'Brien.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1264): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419; Santa Barbara
23612): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR R. E. Smallwood
SUBSCRIPTION MANAGER C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 10, Pa.

OFFICERS

PRESIDENT AND PUBLISHER Raymond Bill
GENERAL MANAGER Philip Salisbury
SALES MANAGER John W. Hartman
TREASURER Edward Lyman Bill
VICE-PRESIDENTS C. E. Lovejoy, Jr.,
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorpo-
rated PROGRESS, is published semi-monthly on
the first and fifteenth except in May and Novem-
ber when it is published on the first, tenth and
twentieth. Affiliated with Bill Brothers Publishing
Corp. Entered as second class matter May 27,
1942 at the Post Office, East Stroudsburg, Pa.,
under the act of March 3, 1879. Publication (print-
ing) offices, 34 North Crystal St., East Strouds-
burg, Pa. Address mail to New York office.
Copyright November 20, 1953 by Sales Manage-
ment, Inc.

Member



November 20, 1953 Volume 71 No. 11



Mr. Teviah Sachs is President of Waltham Watch Company, established as America's first watchmaker 103 years ago.

Mr. Sachs likes to see time fly!

"A fine watch is a valued gift," says Teviah Sachs. "The jeweler must provide exactly what his customer wants—in time for the gift occasion.

"Can he do this without tying up too much capital in inventory? Yes—with Air Express!

"Take a typical case. A father in Omaha wants to buy a wrist watch for his daughter's graduation. He likes a particular watch in the Waltham catalog better than any the jeweler has in stock. Graduation is only two days away.

"But there is no emergency. Within 24 hours, the watch is delivered via Air Express. On graduation day, daughter

proudly sports her new Waltham—thanks to Dad and a wide-awake jeweler!

"We use Air Express day in and day out to ship fast-moving styles from current lines, and to get new sample lines to wholesalers where every hour saved is important.

"Going back into our records for the past five years, I found that *not a single shipment* handled by Air Express had been lost or damaged. Yet most of these shipments cost us *less* by Air Express than by any other commercial air service!"

It pays to express yourself clearly. Say Air Express! Division of Railway Express Agency.



Air Express



GETS THERE FIRST via U.S. Scheduled Airlines



some spots are better

Kids are kids—and a good thing for advertisers, too! Tots or teenagers, they know what they want and they ask for it loud and clear. Three out of four of them (Advertest) ask their parents to buy products advertised on TV shows—and they get them, too!

The eleven TV stations represented by NBC Spot Sales have all created local children's shows that are howling successes. One of them, for instance, packs a walloping 14.2 ARB rating—highest rating of any local multi-weekly show in the market. It even beats all network kids' shows with one exception—*which it ties!*

Children's shows in these markets are all low-cost-per-M shows—in fact,

For the best spot, at the right time, at the right place



than others

one delivers 1,000 viewers for only 26 cents! Personalities on these programs pull like Pied Pipers. One of them chalked up a mail pull of more than 72,000 in response to a non-premium promotion.

Ask your NBC Spot TV Salesman to fill in on these hot properties. He also has complete stories on:

Herb Sheldon in New York

Animal Playtime in Chicago

Commander Comet in Los Angeles

C'mon to Uncle Pete's in Philadelphia

Big Brother in Boston

Noontime Comics in Cleveland

Mike Hunnicutt Show in Washington

Friendly Fireman in Schenectady

Toymaker in Portland, Ore.

KONA Kids' Circus in Honolulu, Hawaii



SPOT SALES


30 Rockefeller Plaza, New York 20, N. Y.

Chicago Detroit Cleveland Washington San Francisco

Los Angeles Charlotte* Atlanta* *Bomar Lowrance Associates

representing

TELEVISION STATIONS:

	KONA	Honolulu, Hawaii
	KSD-TV	St. Louis
	WNBW	Washington
	KPTV	Portland, Ore.
	WRGB	Schenectady-Albany-Troy
	WNBT	New York
	WNBQ	Chicago
	KNBH	Los Angeles
	WPTZ	Philadelphia
	WBZ-TV	Boston
	WNBK	Cleveland

representing

RADIO STATIONS:

	KGU	Honolulu, Hawaii
	KSD	St. Louis
	WNBC	New York
	WMAQ	Chicago
	WTAM	Cleveland
	KNBC	San Francisco
	WRC	Washington


We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
377,682 DAILY • 303,238 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.



you pick up a roll
Zip
professional charts!

You can be a professional "draftsman" in minutes (so can anyone in your office.)

Everything you need to make an accurate, professionally drawn graph is pre-printed on self-sticking acetate tape! Lines, dotted lines, bars, people, coins, autos, — everything! Merely plot your dots—roll on whatever you want. Presto! A professional graph, without professional help, time or costs.

Write today for all the details on this revolutionary graph-making method! Chart-Pak materials also available for organization and flow charts, and office layout.



TRADE MARK **CHART-PAK, INC.**
1020 Lincoln Ave. Stamford, Conn.
Rush that Chart-Pak information to:

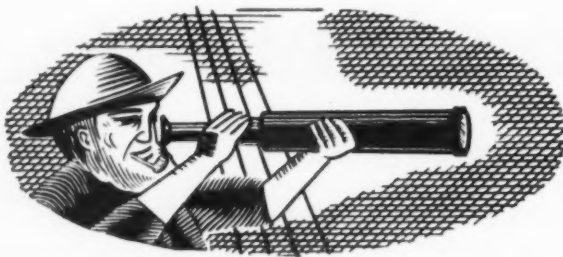
Name _____
Company _____
Address _____
City _____ State _____

The Human Side

Thawing Out Nantucket

Nantucket Island is famous, among other things, for its natives and its legends. The born-Nantucket resident will tell you with a perfectly straight face that the island was created when a restless Cape Cod giant, who couldn't sleep, kicked his sand-filled moccasin far out to sea. But don't get the idea the islanders are gullible: They have to be sold things, just as anyone else. And, owing to a fair share of Yankee thriftiness, they sometimes have to be sold harder.

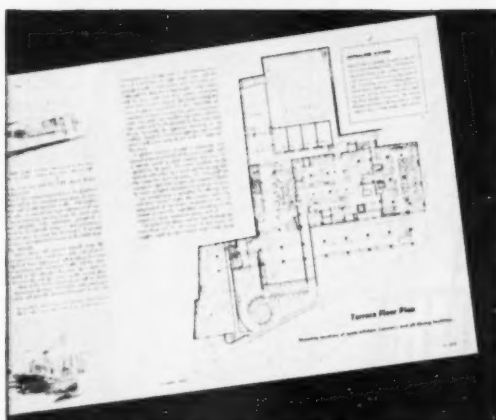
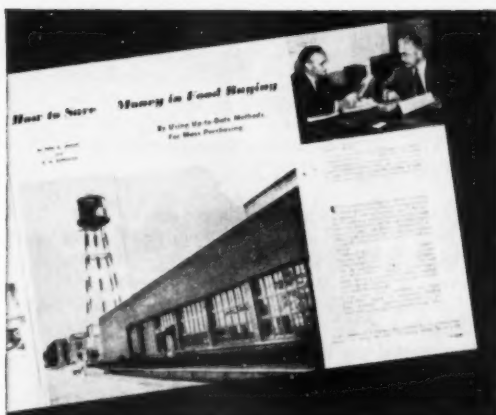
Some time ago the advertising firm of Fred Gardner Co. began a selling job on two of its island clients, Island Service Co. and Island Marine Service. The advertising people convinced their clients (both under the same management) that a new type of advertising would pay off. Both firms had been in the habit of running advertisements in Nantucket's two weekly newspapers. Under Gardner's persuasion and direction a new campaign got under way last April and so heavily did it lay on the nostalgia and the local touch that people have been writing from all over for copies of the advertisements. As a consequence Gardner has collected all of the copy, put it between handsome, salty-looking covers and presented the resulting booklet to all comers.



The booklet is called—in remembrance of the restless giant—"The Most Marvelous Moccasin." And quite aside from the charm it packs it has done what its creators knew it would do: sold the islanders and the profitable summer visitors on using the two firms' services. The older of the two companies, Island Service, had been advertising for years—all-type, publication-set advertising of the "tombstone school." The other had done little advertising, being only a year old. Island Service has, for years, been supplying residents with coal, ice, wood, lumber, gas, oil, roofing materials, home appliances and other necessities. Island Marine offers Nantucket a modern boat and yacht yard, boat work and storage.

The agency solved the problem of a joint campaign by selling the island itself. And the booklet which grew out of the campaign—

SALES MANAGEMENT



Ask to see a copy of the November initial issue.

Institutional Feeding and Housing

A CONOVER-MAST PUBLICATION
205 East 42nd Street, New York 17, N. Y.

*This Conover-Mast Dealer Franchise Circulation Method has been spectacularly successful in other fields for over 25 years and is ideally suited to the problems of the far-flung, complex institutional market with its profusion of different titles.

For the mass feeding and housing market...
a New editorial service,

a New circulation method

Institutional Feeding and Housing

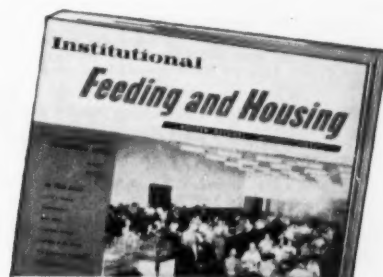
The multibillion-dollar institutional market consumes tremendous quantities of food and food service equipment, mechanical and maintenance equipment, furnishings, decorations, building materials, supplies of every sort — you name them!

Now, for the first time, you can be sure that your advertising will reach and command the attention of the men who buy your goods. Here's why:

1. *New, valuable editorial service.* To meet a critical need for "show-how" information on modern methods to improve efficiency, cut costs, provide better service, INSTITUTIONAL FEEDING AND HOUSING presents appropriate case-histories and service reports in profusely illustrated editorial pages like those to the left... showing "how to do it" better.
2. *Uniquely effective circulation method** reaching over 60,000 identified buyers! The readers of INSTITUTIONAL FEEDING AND HOUSING are actually hand-picked by salesmen in the field. These salesmen, working for franchised suppliers, know from personal sales contact which individuals buy and specify for the large hotels, restaurants, industrial cafeterias, hospitals, institutions in their territories. The supplier pays for every copy. Therefore these buyers are his best customers and prospects... and yours.

Now INSTITUTIONAL FEEDING AND HOUSING makes it possible for you to reach the buyers, regardless of title, in worthwhile establishments through a publication they need, use and want.

For complete details about this new, better advertising medium write us today.



lists facts figures FORECASTS on Vending



The First Authorized
Directory of the Fastest Growing
Method of Retail Distribution

Here's 172 pages crammed full with all the authoritative facts and figures—photos and ideas—on the dynamic automatic merchandising market. It's all part of the first detailed, authoritative source book produced by the National Automatic Merchandising Association.

FREE! Detailed Brochure!

Hundreds of thousands of machines, retail products and services worth billions of dollars—this type of selling affects every business and businessman in some way!

SEE HOW vending applies to you. RETURN The Coupon—get a detailed brochure at no obligation. Learn of the invaluable information in the Directory and why it should be at your fingertips. No salesmen will call.

YOU need the directory if you are in

FINANCE
TOP MANAGEMENT
SALES PROMOTION
PLANT MANAGEMENT
VENDING
PURCHASING
MANUFACTURING
FOOD PROCESSING
BAKING
BOTTLING
DAIRY
CANDY MANUFACTURING
SYRUP MAKING
MASS FEEDING
LIBRARIAN
TRADE ASSOCIATION
THEATRE OPERATION

RETURN THIS COUPON TODAY!

Receive detailed information by return mail at no expense to you. Better yet, if you KNOW you need the Directory, \$5.00 and the coupon will bring you a copy, post haste!

National Automatic Merchandising Assn.
7 S. Dearborn St., Chicago 3, Illinois S-1

Please send me full information on the 1954 Directory of Automatic Merchandising.

I want a copy, right now! Attached is our check for \$5.00, payable to N. A. M. A.

Name _____
Company _____
Street _____
City _____ Zone _____ State _____

charmingly illustrated with cuts of ships, cats under baskets, whale weather vanes and salt boxes—begins with a little background on how the booklet came into being and ends with this: A foppish cut of a dandy, one M'sieur Crevecouer—Nantucket people spit at the mention of his name. M'sieur paid the island a visit back in the 1770's and had this to say: "This island furnishes the naturalist with few or no objects worthy of observation."

"Sir," says the booklet, "we wish you might come back to Nantucket. We'd show you." The sentence is the only ominous thing about the booklet. From there on are salt-sprayed advertisements with such captions as "Never 'a little astarn of the lighter,'" and "Where the roses roost and ramble." "Pick us a place in the world," it says, "where the roses take over in the summer as they do on Nantucket. You'd think they owned the houses. We gladly surrender to them." And, in case the residents have missed a bit of their history, one of the advertisements came into being when the Nantucket lightship's position was shifted. "She was," reads the booklet, "the eleventh since the first old whaler was anchored off the shoals 99 years ago. The account said the second one was especially built for the job—double hulled, with the space between the planking 'lined with salt to keep the timbers sweet'."



And did you know that Melville got into the Nantucket act? The booklet quotes the old master's "Moby Dick":

"The Nantucketer, he alone resides and riots on the sea; he alone, in Bible language, goes down to it in ships; to and fro ploughing it as his own special plantation. *There* is his home; there lies his business."

Considering that Island Marine Service specializes in boats Mr. Melville wrote a nice puff for the company. It's as good today, that, quote, as it was when Melville wrote it.

At the bottom of each ad there's a little aside: sort of a p.p.s. One such poses this question: "Wasn't a Nantucket ship the first ever to fly the American flag in a British port?" Amateur historians from all over dug into their source material for that one. Answer: It probably *was* a Nantucket ship. And another aside says: "You could have bought nine-tenths of Nantucket in 1659 for 30 pounds, plus two beaver hats; one for Thomas Mayhew, one for his wife, because that's what he got."

Well, if it's nostalgia you like, send for the booklet. Gardner says that though natives would die before admitting it, they like nostalgia, too. For the business of its two clients has swelled like sea-washed green lumber since the campaign got under way.

The "5th Dimension"

CLINCHES THE CASE FOR YOUR AD BUDGET IN

DELAWARE VALLEY, U.S.A.

THE GREATER PHILADELPHIA MARKET

1 POPULATION
Philadelphia area, over 4,500,000 persons

2 RETAIL SALES
Philadelphia area, over 4 billion dollars yearly

3 MANUFACTURING
Delaware Valley is World's Greatest Industrial Area

4 STABILITY
Diversified industry means steady employment, fewer fluctuations in labor force... always a sure market

5 THE GROWTH FACTOR
Capacity and potential for dynamic expansion

3 billion dollars worth of industrial expansion puts big money into the pockets of 1¼ million Delaware Valley families. Big sales follow automatically in today's prosperous Valley. Tomorrow... even more sales at less cost per sale, thanks to the "5th Dimension"—the growth factor. Leading Valley growth and growing with the Valley, THE PHILADELPHIA INQUIRER boosts the sales-value of your ad budget.

... and in
DELAWARE VALLEY,
The Philadelphia Inquirer
is the first newspaper!



The Philadelphia Inquirer

The Voice of Delaware Valley, U.S.A.

Exclusive Advertising Representatives:

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Anderson 3-6270

DETROIT
GEORGE S. DIX
Penobscot Bldg.
Woodward 5-7260

West Coast Representatives:

SAN FRANCISCO
FITZPATRICK & CHAMBERLIN
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK & CHAMBERLIN
1127 Wilshire Boulevard
Michigan 0259

Another reason why **Architectural Record**
leads its field by 1,000 advertising pages a year...

BUILDING MARKET COVERAGE

There is no need to speculate about the extent of your building market coverage as an Architectural Record advertiser.

You can be sure when you advertise in Architectural Record that you are reaching those architects and engineers who *verifiably* are responsible for 85% of the total dollar volume of all architect-designed building reported by F. W. Dodge Corporation, including both nonresidential and residential projects of very small to the largest size.

You can be sure because Architectural Record is the one magazine that can document its building market coverage with *Dodge Reports of building activity* whose completeness and accuracy are assured by more than 1,000 trained newsgatherers.

Architectural Record is able to match the names of its subscribers against the names of the *active* architects and engineers contained in *Dodge Reports* and accurately determine not only its coverage of the building market as a whole but of every major type of building activity.*

We think you will agree that *Dodge-documented* coverage of the building market is a sound reason for advertising in Architectural Record. It is a basic reason why 543 building products manufacturers (two-thirds of all advertisers in one or more of the three major architectural magazines) are putting the Record *ahead of its field by 1,000 advertising pages a year.*

* Ask for our latest detailed market coverage checks covering the states of Pennsylvania, Louisiana, and Texas.



**Architectural
Record**

"workbook of the
active architect
and engineer"

119 West 40th Street
New York 18, N. Y.
OXford 5-3000

Bullock's Westwood Store, Los Angeles, Calif. Welton Becket F.A.I.A. & Associates, architects; Douglas M. Simmonds, photographer.



DOCUMENTED BY DODGE REPORTS

Five more reasons why The Record leads its field by 1,000 advertising pages a year:

1. Editorial timeliness and balance:

Editorial content is balanced scientifically with the aid of Dodge Reports in terms of all types of buildings architects and engineers are currently designing—the types of buildings that mean business for architects, engineers and advertisers.

2. Editorial quantity: The Record consistently carries more editorial pages than any other magazine serving architects and engineers (30% more in the first six months of 1953).

3. Reader preference: In 50 out of 56 readership studies (sponsored by advertisers and agencies) for which results are available—and in all sixteen such studies since January 1952—architects and engineers have rated Architectural Record first.

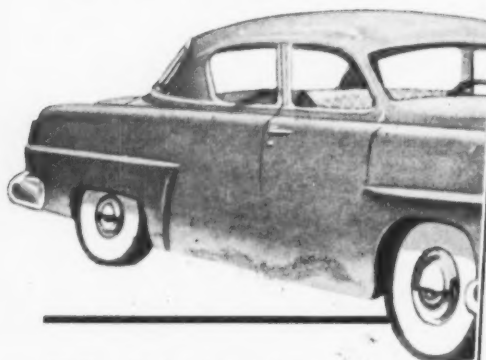
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ARLINGTON, Va.	National Car Rental System	Jackson 5-7722
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ATLANTIC CITY, N. J.	Auto Rental, Inc.	5-7415
AUGUSTA, Ga.	Central Drive-It Yourself	2-8316
AUSTIN, Texas	Hillard's Rent-A-Car	7-3441
BALTIMORE, Md.	National Car Rental System	Millberry 5-6000
BARTLESVILLE, Okla.	Atlas Auto Rental, Inc.	478
BATON ROUGE, La.	Auto Hotel Rental	24404
BEAUMONT, Texas	Hillard's Rent-A-Car	4-8024
BIRMINGHAM, Ala.	Drive Drive It Yourself	3-7181
BOGOTA, Colombia	Auto Rent, Limited	
BOSTON, Mass.	Columbia Motor Mileage Corp.	GEneva 6-3476
BOSTON, Mass.	Dyer Auto Rental System	LYon 8-0650
BUFFALO, N. Y.	Lincoln Rent-A-Car Corp.	MOhawa 3161
CAMBRIDGE, Mass.	Mt. Auburn Renting Service	NI 7-4561
CANTON, O.	Auto Renta C. A.	4-6181
CARACAS, Venezuela	Garage Saint Christophe	56-852
CASABLANCA, Fr. Mar.	Auto Rent, Inc.	223-66
CHATTANOOGA, Tenn.	Saunders Drive It Yourself	7-5129
CHICAGO, Ill.	Saunders Drive It Yourself	Central 6-1077
CINCINNATI, O.	Redier Bus, U-Drive Division	MAin 0010
CLEVELAND, O.	Ryder Car Rental System	Tower 1-2670
COLUMBIA, S. C.	Marchman's Drive Yourself Co.	5111
COLUMBUS, Ohio	National Car Rental System	2-0636
CORPUS CHRISTI, Texas	National Car Rental System	4-9433
CUMBERLAND, Md.	Nichols Bros. Rent-A-Car	2938
DALLAS, Texas	General U-Drive-It Co.	RAndolph 8484
DAVENPORT, Iowa	Baker Auto Rental, Inc.	6-4446
DENVER, Colo.	Brown Auto Rental	LABor 0042
DES MOINES, Iowa	Williams Rent-A-Car	3-5000
DETROIT, Mich.	Murray's	WIdward 2-3567
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FORT WORTH, Texas	Safety Auto Rental	FAirfield 7-2635
FREDERICK, Md.	Hillard's Rent-A-Car	AZ001
FRESNO, Calif.	National Car Rental System	FAnnin 3288
GALVESTON, Texas	Acme U-Drive	211
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HAGERSTOWN, Md.	Cameron & Campbell, Ltd.	3-4442
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HARRISBURG, Pa.	Missouri Driverless Car Co.	2436
HARTFORD, Conn.	U-Drive-It Co., Inc.	1854
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HONOLULU, Hawaii	Saunders Drive It Yourself	CHarter 9-9766
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JACKSONVILLE, Fla.	Drive Drive It Yourself	LIc0n 2551
JERSEY CITY, N. J.	U-Drive Autos	3-4411
KANSAS CITY, Mo.	U-Drive-It Co., Inc.	3-7475
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LIVERPOOL, England	Annex Drive-It Yourself	3-3155
LONDON, England	Stenner's Hire Car Service	2-8579
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LOUISVILLE, Ky.	Saunders Drive It Yourself	706055
LUBBOCK, Texas	Drive Drive It Yourself	MAdison 6-0559
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MIAMI BEACH, Fla.	Couture Car Rentals	9-6411
MIAMI INTL. AIRPORT	Ryder Car Rental	58-5555
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MINNEAPOLIS-ST. PAUL	Raytheon Car Rental, Inc.	2-8185
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MOULINE, Ill.	Drive Drive It Yourself	ATlantic 7177
MONTGOMERY, Ala.	General U-Drive-It	2-1801
MORGANTOWN, W. Va.	Drive Drive It Yourself	8-5814
MURRAY, N. Y.	Sayre's U-Drive-It, Inc.	7231
NASHVILLE, Tenn.	Island U-Drive, Ltd.	3939
NEW ORLEANS, La.	Drive Drive It Yourself	BB
NEW YORK CITY	Drive Drive It Yourself	6-1112
NEWARK, N. J.	Rent-Auto Rent, Inc.	RAYmond 0416
NEWYORK, N. Y.	U-Drive-It Co. of N. J.	MURrayhill 2-0489
OAKLAND, Calif.	U-Drive-It Co., Inc.	MArket 2-1414
ODessa, Texas	Permian Basin Drive-It-Self, Inc.	2-2545
OKLAHOMA, Okla.	Week's Rent-A-Car	Glencourt 2-2190
ORLANDO, Fla.	Ryder Car Rental System	6-9461
PARADISE, Calif.	Saunders Drive It Yourself	ATlantic 7000
PARADISE, Calif.	Finley Rent-A-Car Co.	1-1419
PERDIA, Ill.	Crown Corp.	Cap 2926
PERTH AMBOY, N. J.	U-Drive-It Co. of Penna.	SYcamore 6-3535
PHILADELPHIA, Pa.	Ritterhouse System, Inc.	4-2400
PHOENIX, Ariz.	Penn You Drive	RItterhouse 6-2425
PITTSBURGH, Pa.	Crown Corp.	ALpine 4-9603
PLAINFIELD, N. J.	Covey's U-Drive Service	COurt 1-4345
PORTLAND, Ore.	Automobile Rental Co.	5-9632
PROVIDENCE, R. I.	U-Drive-It Co., Inc.	BRoadway 4222
RICHMOND, Va.	Finley Rent-A-Car System	GAlope 1-4848
RICKFORD, Ill.	Saunders Drive It Yourself	2-2647
ROME, Italy	Saunders Drive It Yourself	4-8870
ROTTERDAM, Holland	Saunders Drive It Yourself	755-051
ST. LOUIS, Mo.	Saunders Drive It Yourself	
ST. PETERSBURG, Fla.	Sun Cab Co.	Chestnut 8761
SALISBURY, Md.	National Car Rental System	7-1919
SALT LAKE CITY, Utah	Drive It Yourself Co.	8840
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SAN ANTONIO, Texas	Missouri Driverless Car Co.	2-2844
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SAN FRANCISCO, Calif.	Barrett U-Drive	MAin 6102
SAN JOSE, Calif.	Barrett U-Drive	Graystone 4-5300
SAN PEDRO, Calif.	Saunders Drive It Yourself	CTress 4-2044
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SARASOTA, Fla.	Sarasota U-Drive	EXbrook 4-4159
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SHREVEPORT, La.	Gordon's Auto-Rent, Inc.	RA 2962
SILVER SPRING, Md.	National Car Rental System	5-7481
SPOKANE, Wash.	Northwest Rent-A-Car	SHepherd 4403
SPRINGFIELD, Mass.	National Car Rental System	RIverside 5279
SPRINGFIELD, Mo.	Dugan Drive Yourself, Inc.	7-7931
TACOMA, Wash.	Hugh Corbett's U-Drive	4-7338
TAMPA, Fla.	Ryder Car Rental System	BRoadway 1768
TORONTO, Ontario	Standard Rent-A-Car	2-8509
TRAVERS, Mich.	Free Wheels, Ltd.	3-1005
TULSA, Okla.	Walton & Stone, Inc.	LAkewood 1155
TUSCALOOSA, Ala.	Atlas Auto Rental Co., Inc.	73
VANCOUVER, B. C.	BB U-Drive-It Co., Inc.	2-0135
VAN RUTY, Calif.	Globe U-Drive, Ltd.	4488
VICTORIA, B. C.	Saunders Drive It Yourself	PACific 4922
WACO, Texas	Island U-Drive, Ltd.	STate 5-7196
WASHINGTON, D. C.	Central Drive-It-Self	B 1144
WEST PALM BEACH, Fla.	National Car Rental System	3-4131
WICHITA, Kan.	Jack & Earl Blair	STERling 3-6171
WILMINGTON, N. C.	U-Drive-It System Corp.	5242
WINSTON-SALEM, N. C.	U-Drive-It Co.	3-4254
YORK, Pa.	Carolina Car-Truck Rental	4144
	National Car Rental System	4-7482



SALES MANAGEMENT

COMMENT

Buyers' Market Sounds

"Buyers are back in the driver's seat," as Pete Woodward so aptly states it in his special "They're in the News" feature on page 28, and the sales chiefs of the 16 domestic automobile brands are back on the old 1939 hot seat.

The auto industry as a whole has had a fantastically successful first nine months this year. Sales totaled 4,840,000 compared with 3,029,409 in the first nine months of 1952. Fifteen of the 16 American brands have increased sales (Kaiser—Henry J fell behind).

Now in the closing quarter the auto industry is practicing what people in selling say they have been eager for: the opportunity for some of that "good old fashioned hard sell."

The tapering of the enormous appetite for new cars coincides this year with year-end model changes. Result: a splash of "Mad-Man Muntz" type promotions. Many of them, unfortunately, convey the impression that the auto industry is on the verge of bankruptcy. Nothing could be further from the truth.

The rash of \$1 per car profit and other razzle-dazzle promotions will pass because they are not sound day-in-and-day-out selling. But in the meantime they let the public know that the auto industry is wooing the consumer aggressively. In the end this is good. People may not think about it particularly, but competition between sellers produces better short- and long-term buying values.

The sounds of competitive selling obviously have a different ring from sellers' marketing selling. We suspect that the public, after a lapse long enough to erase the memory, will come to enjoy the new sounds in the buyers' market. Let's have more of them. In the meantime, we tip our hat to the auto sales chiefs, and re-affirm our confidence in their ability to make selling continue to work for the national prosperity.

Value Added by Marketing

Why should all of the steps leading up to laying a product at the factory shipping door be called "value added by manufacture" and all those which place the product in the hands of the consumer be termed "cost of distribution"?

Answer: It is relatively easy to isolate the costs in the stages of production and add them, but no accurate method has been devised to account for distribution costs.

The challenge is there for somebody to try to do something about it. Now a group consisting of executives affiliated with General Mills, U.S. Steel, Deere & Co., Young and Rubicam, and Ford Motor has taken up the challenge. They believe that distribution adds values commensurate with manufacturing and that these values should be recognized in our thinking and record-keeping.

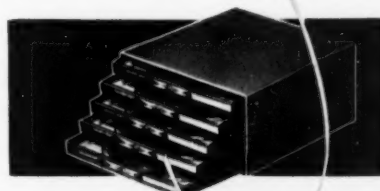


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The New Auditorium Wing at The Greenbrier

In mid-1954, The Greenbrier will offer enlarged and improved facilities for group meetings at famous White Sulphur Springs, West Virginia. The New Auditorium wing will offer groups up to 1,000 the most modern meeting facilities to be found anywhere.

The new addition will have an 8,600 sq.-ft. auditorium with a capacity of 1,075 for meetings and 860 for banquets. A theater with continental style seating and an inclined floor will accommodate 400. Both will have full stages with all facilities, plus the latest projection equipment and P.A. systems. Various sized smaller meeting rooms are also included. The entire wing will be air conditioned.

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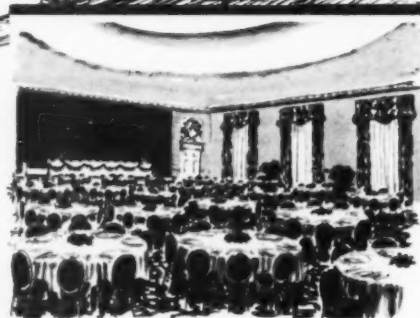


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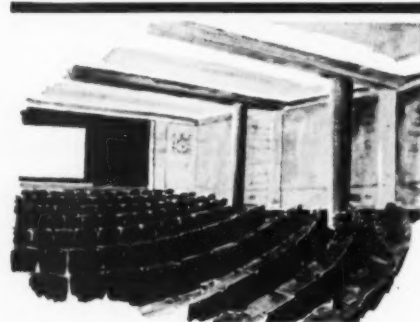
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Or inquire of Greenbrier offices in New York, 586 Fifth Ave., JU 6-5500 • Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0625 • Washington, Investment Bldg., RE 7-2642



AUDITORIUM set for banquet

Dimensions — 72' wide by 112' long. No obstructions. Fully equipped stage 40' x 20', orchestra pit, dressing rooms. Motion picture and slide projection. P.A. system. 110-220v. A.C. power supply with ample outlets. Pantries and kitchens adjoining.



THEATRE

Dimensions 56' x 76'. Inclined floor, continental seating. Fully equipped stage, 64' x 16' (40' proscenium opening), orchestra pit, dressing rooms. Motion picture and slide projection. P.A. system. 110-220v. A.C. power supply.

"Superficially speaking," points out Robert J. Eggert, manager, program planning department, Ford division, Ford Motor Co., and his group, "production is at times thought to be the only useful economic activity."

No one any more seriously believes that a product has its greatest value at the point at which it is produced. Sellers and buyers know that products become useful to consumers when they are available for sale at times and places desired by consumers.

The Eggert group suggests that costs in "value added by marketing" would include transportation to storage, transportation to selling assembly points (both wholesale and retail), advertising and insurance, and possibly taxes and the seller's guarantee.

The public is likely to be much more interested in "value added by marketing" in the next few months than for 20 years. Cattle ranchers look at the prices they now receive at the stockyards and at the price of a steak dinner in a restaurant. To them, the cost of distribution is too great. Whether or not this assumption is correct, the politicians would hardly be human if they do not pick it up and make it their campaign war cry in 1954. So we probably will hear a great deal about the "cost of distribution." At the moment there is very little public understanding of the "value added by distribution." The Eggert group has picked a good subject and the right time.

Scare Enough People

How Secretary of Defense Charles E. Wilson manages the \$45 billion in military spending has both a practical and a psychological effect on the U.S. economy. Cutbacks in military buying have produced spot unemployment while industry shifts labor and materials into civilian products.

"The worst thing that could happen would be to scare enough people," points out Mr. Wilson in an interview in *U.S. News & World Report*, "or try to correct our position too fast, so that we get unemployment. That's why I'm sort of careful of how I speak of money with relation to the defense business."

Military and civilian production will be interwoven into our lives as long as we can foresee. So we must learn to accept increases and decreases in military spending without calling the ups a boom and the downs a potential bust.

"We can't operate the defense business as though we operated in a vacuum," warns Secretary Wilson, "with no effect on the economy of the nation. We must realize that if, in the process, we upset the economy of the country and have an important recession, we'd contribute more to the success of the Russians than most anything else that could happen."

By the same token, we can not operate civilian business in a vacuum, either. Factories and labor forces can be shifted from military to civilian production, and vice versa. The harder task, however, is to develop dozens, hundreds, or millions of customers for civilian products where a company in military production had only Uncle Sam for a customer.

Will people let themselves be scared into a recession? Much of the answer rests with the sales departments of civilian goods producers. Right now people's spending depends far more upon their state of mind than upon their ability to buy for cash or on credit.

The only right moral course of the country is to cut back military spending, when it is justified. But Secretary Wilson indicates that both for military and economic reasons cutbacks will be weighed carefully. So sales departments have both warning and time to find civilian customers for capacity now absorbed by Uncle Sam.



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Science shows us how best to



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Scientific testing of products is basic in industry. Publications, too, are "products," and Chilton has spent thousands of dollars during the past five years on the scientific testing of its magazines.

This unbiased *readership research* is done for Chilton by organizations of the caliber of National Analysts, Inc.; Roy Eastman; and the Advertising Research Foundation. All three have certain Chilton publications under scientific scrutiny right now.

What this scientific "testing of the product" reveals is of invaluable aid in the maintenance of editorial excellence, which is the first concern of every Chilton editor. We know what our readers want. And our readers know they can find what they want in Chilton publications: facts, figures, and news that are both timely and authentic.

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GOLDEN GRAVEL IN GRIT-AMERICA!

Rich claims are paying off handsomely in GRIT-America . . . and big opportunities still beckon those who would strike it rich. Take margarines for example. The three leaders in GRIT-America are brands that advertise in GRIT consistently (See Case History No. 13).

The GRIT Market, comprised of 16,000 Small Towns, is larger than Buffalo, Cincinnati, Kansas City, Minneapolis and Seattle—combined.

Unlike the average U. S. family of 3.5 members, GRIT Families average 4.2. Naturally, they need and use more toothpaste, cereals, soaps—dozens of other things. That's why there are golden opportunities to strike it rich in GRIT-America.

We'll be glad to tell you more of GRIT'S power in a market still relatively untapped.

CASE HISTORY No. 13

We're happy to let you in on this: Blue Bonnet, Nu-Maid and Mrs. Filbert's advertised regularly in GRIT in 1952 and 1953!

Result? These three margarines ranked 1-2-3 with GRIT Families, and each brand increased its share of the total market. What's more, margarine-using GRIT Families increased from 84.5% in 1952 to 88.5% in 1953.

**YES—YOU CAN STILL
STRIKE IT RICH
IN OUR COUNTRY!**



GRIT PUBLISHING COMPANY

WILLIAMSPORT, PA.

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TRENDS

As seen by the Editor of Sales Management for the period ending November 20, 1953

APTITUDE—OR ATTITUDE?

At the recent annual Ohio Conference of Sales Managers, Professor Charles L. Lapp of Washington University reported on salesmen as seen by buyers. Opinion surveys at the manufacturing, wholesale, retail and ultimate-consumer levels disclosed major shortcomings in at least 50% of salesmen.

The shortcomings most frequently named were:

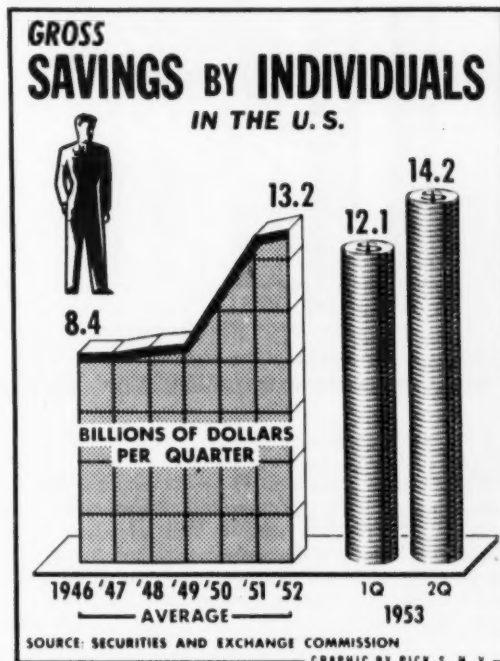
1. Disbelief in selling, product, superiors and company.
2. Lack of product information.
3. Poor physical condition and appearance.
4. Insincerity.
5. Disorganized selling.
6. Use of improper selling techniques.
7. Pessimism, fears and phobias.
8. Lack of buyer consideration and help.
9. No teamwork with other employees.
10. No self-evaluation and self-improvement program.

During the same week at the Columbus meeting, Paul Corey, General Sales Manager of the Moorman Manufacturing Co., addressed the Sales Executives' Club of Chicago and made the point that "no matter how much aptitude a man may have for selling, it means very little insofar as his effectiveness is concerned, if his attitude toward the product, the company's policies, his customers and his job is negative." This was the first point in Professor Lapp's analysis—that the number one shortcoming of salesmen was "disbelief in selling, product, superiors and company."

Corey has a five-point policy in managing salesmen: (1) Be sure each man has a clear understanding of his duties; (2) Encourage and guide him; (3) Set goals that are more than just quotas; (4) Evaluate his work every six months; (5) Constantly check his attitude.

THE OVER-40 PHOBIA

Jack Aspley in a current Dartnell Letter for Sales Executives asks why so many sales managers in recruiting salesmen insist that they be young men on the way up—under 40. He answers the question interestingly and convincingly when he says, "I suspect that one reason young men are favored by some sales executives is that they want material to mold into a replica of themselves."



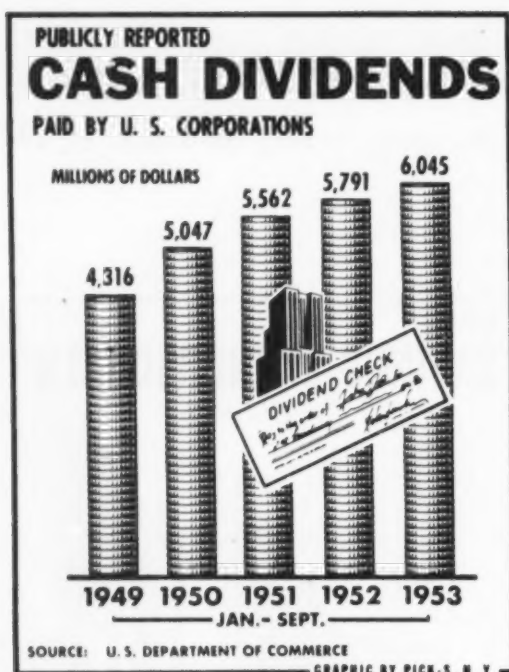
Then he quotes a composite of such sales executives as follows: "If only we can get fifty young, up-and-at-'em salesmen whom we can train to sell my way, our troubles would be over."

Aspley goes on to suggest that if the sales executive has a large enough operation to give each man well-rounded training, both in groups and individually on the job, then the younger man has an edge. But if the company is lacking in these facilities, then the better policy would be to hire older men with a good record because the man over 40 has a valuable store of sales know-how which it would take a younger man years to acquire. "A salesman over 40 is usually more patient, more understanding, and he knows his way around. It costs less, as a rule, to get him into production."

LOPPING OFF DISTRIBUTORS

At a national distributor convention held by the Hotpoint Co., Chicago, John F. McDaniel, vice-president, Marketing, told distributors to strengthen their dealer organizations and to *pick one good outlet rather than retain three mediocre ones when they start their franchising program.*

The same reasoning applies to distributors, according



to Alexander Lewyt, head of Lewyt Corporation, Brooklyn. They bounded from nowhere to strong contention for the top spot in the vacuum cleaner business in a six-year span, and Mr. Lewyt claims that selectivity of distributors has been a major reason for their success. Instead of going after a thousand or more distributors, or several hundred distributors, they set out to get only 75—but 75 who were tops in their particular market areas.

Executives on the prowl for ways of reducing sales expense without lowering volume might well take another serious look at selective selling. Perhaps 5,000 top-notch, relatively exclusive dealers could sell \$2,200 each while the present 10,000 sell only \$1,000 each.

THE FARMER'S INCOME

Lloyd E. Partain, Sales Manager and Farm Market Director of *Country Gentleman*, told the National Retail Farm Equipment Association in Chicago recently, "Even though there has been a break in certain commodity prices recently, every economic indicator seems to point to a continuance of a relatively high level of farm income for some time to come." He mentioned four outstanding reasons the agricultural economy remains sound:

1. Farm assets remain high, with available cash more than four times the pre-war level.
2. Farm debt could be liquidated out of ready cash savings farmers own, with several billion dollars left over.
3. Liquid assets in the hands of farmers today exceed \$20 billion.
4. In typical farm counties U.S. savings bonds sales to farmers were up 45% during the first five months of 1953 (the latest figures available) compared with the same period last year, while the increase in sales in metropolitan counties was up only 19%.

OUR FOOD INTAKE

One reason the farmer remains well off despite a drop in prices is that farm output has increased in total tonnage and even more markedly in output per man hour.

At the recent convention of the Grocery Manufacturers of America, Arthur C. Nielsen, President of the A. C. Nielsen Co., showed that during the past 11 years, the estimated tonnage of grocery stores was up 48% but that, when reduced to a per capita basis, it was only 19%. It's a combination of the growth in population and the increase in the daily intake of the average American stomach that accounts for the substantial tonnage gain.

At the same convention the editors of *Supermarket News*, a Fairchild publication, reported on the results of a survey among the nation's super market operators. The survey discloses that 59% are planning to put greater sales effort behind manufacturers' advertised brands in 1954 than they did this year. Another 35% will support the brands to about the same extent as this year, while only 6% will place less stress on manufacturers' advertised and branded products. Demonstrations were named most frequently by the nation's super market operators as the type of sales assistance they would most like to receive from manufacturers.

FAIR TRADE ENFORCEMENT PLANS

The Small Appliance Division of the General Electric Co. intends to continue and expand its enforcement activities (currently costing an annual \$500,000) throughout the country in the belief that maintenance of its fair trade prices is to the best advantage of the public and all legitimate retailers.

In New York the United States District Court gave Fair-Traders a welcome decision. Judge John F. X. McGohey ordered Masters, Inc., one of the three largest discount houses in the United States, to pay \$16,530.89 for violation of an injunction against price-cutting which had been secured by the Sunbeam Corp., Chicago.

One of the most interesting parts of the decision was that only \$333 of the \$16,530.89 represented net profits of the cut-price sales. Sunbeam collected nearly \$8,000 as recompense for auditors' fees paid in examining the defendant's books, for legal services, for shoppers' and investigating costs. The balance of the judgment represented stenographic services of the court reporter and a fee for the Special Master in Equity.

The case is without precedent both as to the scope of the items charged and the total amount awarded as a consequence of the contempt.

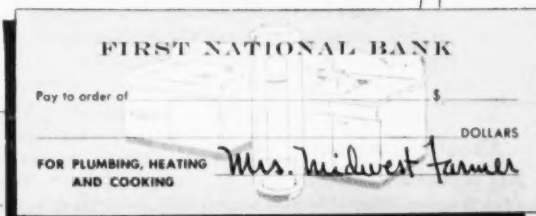
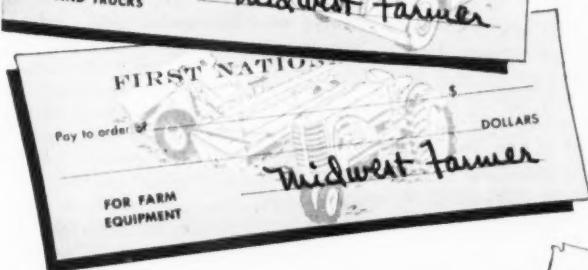
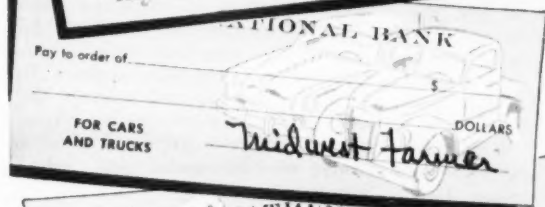
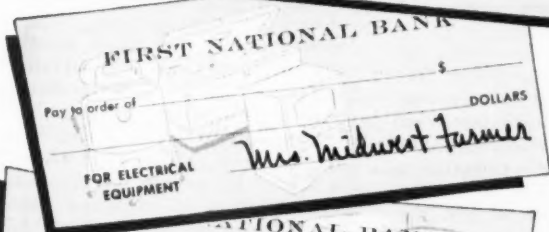
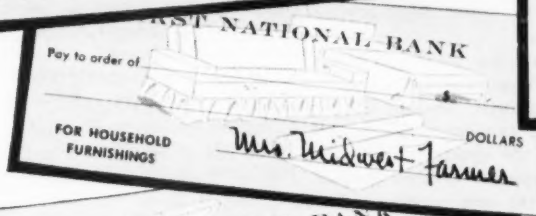
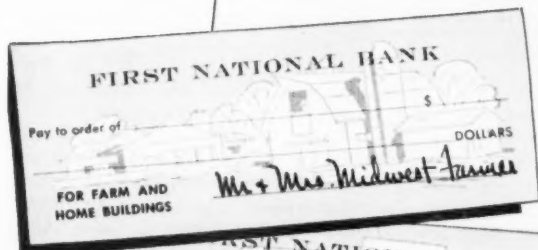
Whether or not the discount houses will be forced out of business will depend to a very considerable extent on how hungry manufacturers and their distributors are for business. Legally discount houses can be stopped, but several have told SM that they are having no difficulty in getting most of the merchandise they want and that they are maintaining their normal discounts from the list prices.

PHILIP SALISBURY
 Editor

SALES MANAGEMENT

1954 Buying Intentions

of 1,290,341
MIDWEST FARM FAMILIES



An invitation to write your own check for 1954 Midwest Farm Market Sales

Our farmers themselves tell you what they want—and in *what quantities!* This 10th annual "Buying Intentions" survey shows the 1,290,341 farm family subscribers of Midwest Unit Farm Papers are in the market for amazing totals of some 300 different kinds of products and services. Go after bigger sales in the 8 Midwest states where—

- Farm income is more than double the average for the remainder of the country.
- Farmers are local dealers' best customers.
- Rural population dominates and 9 out of 10 of the best farm families depend on their Midwest Unit Farm Paper as their chief source of information—including buying information.

Reserve your copy of "1954 Buying Intentions" now. Then write your own check for next year's sales to Mr. and Mrs. Midwest Farmer by delivering your sales message to them through the Midwest Farm Paper Unit—one order, one plate at a substantial saving in rates.

SALES OFFICES AT: 250 Park Avenue, New York
17... 59 East Madison St., Chicago 3
... Russ Building, San Francisco 4...
1324 Wilshire Blvd., Los Angeles 17...
505 Ervay St., Dallas 1.



MIDWEST Farm Paper UNIT



WHERE FARMING IS BIG BUSINESS...AND GOOD LIVING!

NOVEMBER 20, 1953

Better Teamwork, Less Friction With Management Job Descriptions

Just what are "job descriptions"? Why does a company need them? How are they written? How do they pay off? This article discusses job descriptions for chief sales executives, shows why they are effective management tools.

BY JACK A. WICHERT
Associate, McKinsey & Company
Management Consultants

About the Author

Jack Wicher is an Associate in the San Francisco office of McKinsey & Company, a national firm of management consultants. He holds an A. B. degree from Emporia State (Kansas) and an M. B. A. from the Harvard Graduate School of Business Administration.

During the war, he served in the Navy as an Aviation Supply Officer on a carrier, and later as an Electronics Supply Officer in California. Following the completion of his academic training, he worked as a Research Assistant in advertising at the Harvard Business School. Subsequently, he served as Chairman of the Marketing Department of the School of Business at the University of Kansas. While at U. K. he taught courses in marketing, market management, selling, sales management and sales promotion. He is the co-author of *Marketing: Text and Cases* published by McGraw-Hill in 1953.

Since 1951, he has been associated with McKinsey & Company where he has worked primarily in the field of marketing on problems of product development, selling, sales administration and market research. Client companies have been in a wide range of industries including consumer and industrial goods and services.

During his high school and college careers, he held a number of sales jobs, including door-to-door selling, outdoor sales and managing a retail store.

Specifically, Mr. Sales Manager, what is your job?

What functions are your specific responsibility? What are the exact limits of your authority?

Do your fellow executives in other departments of the business know what you are supposed to do? And do you know what *they're* supposed to do?

If your firm is one that makes use of well-prepared job descriptions, you will have little trouble in answering these questions. If it does not, you may encounter considerable difficulty in stating what you are expected to do. The important thing is not the answers to the questions but the greater harmony and increased effectiveness which exists in an organization where all employees fully understand their responsibilities and authorities.

Imagine, if you will, a football team composed of men who have not been given specific instructions. It is not enough to inform a man that he is an "end" and expect him to do an effective job. He must be told in detail what is expected of him and how he should proceed in carrying out his responsibility. This is true even if the player has had years of experience as an "end." If he is not told of each of his particular blocking and tackling assignments, he will play the position the way his past experience dictates. The resulting performance usually will leave much to be desired.

The coach would not do a complete job if he merely informed one player of his duties and responsibilities. Each of the members of the squad must know not only what he is personally expected to do but also the duties and responsibilities of each of the other players if the squad is to function as a "team."

Unfortunately, the top executives of too many companies have not taken the time to define carefully the authorities and responsibilities of their management teams. These organizations have been content to give their players the title of "Sales Manager," "Production Manager," etc., and have left them to discover on their own what should and should not be done.

There is little need to remind anyone that the days of easy selling are over. Recent months have witnessed the return of strong and aggressive competition in almost all fields. And, if we are to believe the forecasters, most Sales Managers are soon going to be faced with many new and unfamiliar problems. Because such problems can best be solved by an effectively organized and operating team, *now* is the time to build such a group.

Good job descriptions form a foundation on which sound management can be developed and appraised. Companies, therefore, can profitably devote some real effort to this basis of sound organization. Those Sales Managers who today operate without the help of job descriptions should be given assistance in preparing them. Those firms that have utilized job descriptions for a long period would be wise to review their contents. By so doing they can make certain that the nature of the jobs has not altered to such an extent that the old descriptions are inadequate for today's operations.

The balance of this article is divided into sections designed to answer four basic questions about job descriptions: What are job descriptions? What do they contain? How are they helpful? How are they prepared? This has been done to assist you should you elect to undertake the initial development of job descriptions for the various members of your management team or to modernize existing descriptions in the light of present conditions.

I. What are job descriptions?

Basically, a Sales Manager's job description can be defined as "a written statement of the Sales Manager's function and status in the company. It contains a detailed listing of the man's authority and specific

(continued on pages 25 and 92)

Job Description: General Sales Manager

XYZ COMPANY

[Editor's Note: There is, of course, no such thing as a "standard job description" for a sales manager, because the situation in each company differs to some extent from the situation in every other company. The sample presented here is merely a "for instance"—to show organization and content.]

PLACE IN THE ORGANIZATION

Reports to: General Manager

Has reporting to him: Regional Sales Managers, Sales and Service Personnel at the Home Office, Market Research and Advertising Staff.

BASIC FUNCTION: The Sales Manager is responsible for developing and directing a sales program, maintaining a sales organization, and co-ordinating the over-all marketing activities of the company to attain the volume and profit objectives set by top management and approved by the General Manager.

SPECIFIC RESPONSIBILITIES:

1. LONG-RANGE PLANNING: Participate, in conference with the General Manager and other top executives, in the formulation of long-range objectives in regard to such matters as area of operations, desired share of the market, and extent of product line.

2. SALES PROGRAM DEVELOPMENT:

- Assist in the development of recommendations for product line changes, particularly from the standpoint of their effect on sales volume, sales workload, field selling expense, and trade relations.

- Initiate and develop the distribution policies to be followed, especially in regard to the number and quality of distributors utilized.

- Assist in the development of price policy change recommendations, particularly concerning their effect on sales volume and customer and trade relations.

- Direct, in cooperation with the company's advertising agency, the development and distribution of advertising and publicity programs.

- Consult with market research assistance used by the company to assist in formulation of research objectives and interpretation of results.

- Establish regional sales quotas in conjunction with research assistance.

- Develop and submit to the Production Department, after approval by and through the General Manager a sales forecast as a basis for inventory control and production planning.

- Direct the development of and approve the Department budget which should be submitted to the Controller at least 30 days prior to the commencement of each new fiscal year.

3. ORGANIZATION AND STAFFING:

- Develop and recommend the plan of sales organization required to carry out the responsibilities assigned to the Department.

- Develop and recommend the basic policies to be followed with respect to: sales territories; department facilities; the recruiting, selection, training, and compensation of sales people.

- Recommend to the General Manager the hiring or dismissal of Regional Sales Managers.

- Approve or disapprove the hiring or dismissal of Sales Representatives as recommended by Regional Sales Managers.

4. SALES PROGRAM EXECUTION:

- Direct, through the Regional Sales Managers, the activities of all personnel engaged in sales work.

- Make periodic trips into the field to learn at first hand of conditions peculiar to specific territories.

- Personally contact key accounts and prospects.

- Supervise the preparation of all sales statistics.

- Review all customer service activities, including those administered by other company departments, to make certain that customer and trade good will are maintained.

5. GENERAL ADMINISTRATION:

- Analyze the results achieved by each subordinate executive and initiate action as required to secure improvement in performance.

- Direct training and development activities for all Sales Department personnel toward the achievement of maximum personal effectiveness by every member of the Department.

- Work with key subordinates to provide on-the-job training.

- Issue all company-wide sales bulletins.

- Review all changes in salesmen's compensation made by the Regional Sales Managers.

- Review and approve the expense accounts of the Regional Sales Managers.

- Make changes in the compensation of Regional Sales Managers and members of the home office sales staff, within approved limits.

- Approve all purchase requisitions originating in the Sales Department if more than \$200 for capital goods. If more than \$1,000, requisitions must be forwarded to the General Manager for final approval.



THE VERY FACT that a man shows up to talk about Christmas trees when the thermometer may be pushing ninety is enough to shock a prospect into listening. Here's Berg, doing a Jingle Bells sales presentation for Mark L. Arend, president of Rayette, Inc., (seated) and Harry H. Robbins, sales promotion manager. Three years ago Berg knew people only around Duluth, Minn.



IT'S HOT and baseball's in the air, but Al Berg is making cold calls in behalf of his favorite product. His sample case is always a subject of comment. Could it be a trombone? A machine gun? But it has yet to arouse unfavorable suspicion.

He Sells Christmas Trees In July

His name is Al Berg. He is, at one and the same time, sentimental and practical about Christmas trees. As an independent salesman, he has created his own market. He sells to companies for gift-giving to customers and employees.

BY DAVID J. ATCHISON

Picture this: You're sitting in your office sweating out a big sales campaign on a torrid July afternoon. A young man walks in carrying a strange looking case and says: "Believe it or not, but I've got a Christmas tree in here!"

The fact is that he has a Christmas tree.

Alvin H. Berg, the salesman, enjoys a prosperous business. He is, in fact, an answer to a question embodied in a *Fortune* magazine article of last year: "What has happened to that legendary character, the salesman?" It takes some hard selling to get sizable orders for Christmas trees in the middle of summer.

Berg's product: table-size Christmas trees, "forest fresh and gleaming

white," mounted on special stands and packed in gift boxes along with special ornaments. Grown and processed and shipped by Halvorson Trees, Duluth, Minn., they are designed especially for corporate Christmas gifts.

Berg's customers: persons who actually direct the gift programs for their firms—presidents, vice-presidents, sales and advertising managers.

Berg scoffs at "The bugaboo about the 'tough guy' or 'ogre' behind that executive desk." He adds: "I haven't found any of that description—they're all a bunch of grand guys to call on, and whether they can use our product or not, they are generous in their time, and cooperative in suggesting people who might be interested in our unusual idea."

What's happened to that legendary character, the traveling American salesman? Al Berg is one of the few who still knock on doors, one of the "lone wolves" who are their own sales managers, vice-presidents and secretaries—men who gambled on a new product idea and helped to make it pay off, on straight commission.

Berg and his counterparts do not agree with the contention that the American salesman has forgotten how to sell. He admits that there are those who believe that a sales job is merely a selling job, and not a profession. Some men avoid the element of "chance" which is basic to the independent broker-salesman. They prefer to work for a large corporation in a job that offers fringe benefits: security, and a "sure thing"—salary plus commissions.

In three years Berg has become known among hundreds of corporation executives as "the man with the Christmas tree." Three years ago his acquaintanceship was strictly local, centered around Duluth, where he was a salesman for a distributing house. He sold candy, tobacco, fountain sundries and such specialty items as pressure sensitive tape. He was

ready for a change; he had reached an earning capacity of \$7,000 a year.

One day he called on Roy Halvorson, the "Christmas Tree King of America," who had a packaging problem. Halvorson had been in the Christmas tree business for 23 years, had harvested and sold through retail outlets approximately 1½ million trees each season. The trees were grown in a 75,000-acre area in northern Minnesota.

He told Berg that he'd conceived the idea of taking his choicest trees to create a gift package, not to be retailed, but to be reserved for business and corporate use only. Halvorson had started to sell them by mail, but there was the packaging problem. They talked about the use of pressure tapes on the shipping box, and Berg's enthusiasm for the product grew. Berg wanted to broaden his field of selling to include executives, and he saw the opportunity. On the spot, Roy Halvorson had his first, and still his only, independent broker-salesman.

Before he resigned from his old job, Berg had experimented in the Duluth area selling the gift trees, and before he knew what had happened, he had sold 1,500 packaged trees. He hit the road full time in March, 1951, to work the Twin Cities market. "I had no illusions about the job," he says. "It was tough to ferret out the right people—those who would be interested and could budget this type of gift."

Berg goes about his job in the same manner many salesmen do. He goes through Dun & Bradstreet to spot AAA accounts, and through Standard & Poor's directory to get top executive's names.

Repeat Sales?

When Berg started out in Duluth in the fall of 1950, one question bothered him: "Will there be repeat orders the following year?" When he called back on his former customers in 1951 they told him that they had had excellent response from the gift trees, and they reordered in substantially larger quantities.

Berg's customer mortality rate does not exceed more than 10% a year, and retained accounts often order more each year. He gains new accounts annually. For some companies, the sending of the gift tree, which Berg calls "the very spirit of Christmas wrapped up in a handsome and unique package and mailed from northern Minnesota," is becoming an annual tradition.

How do you go about selling a Christmas tree on a humid day, representing a firm that for practical purposes is not too often known to the prospect? Berg's mechanics of selling work something like this:

After lining up his prospects through Dun & Bradstreet and Standard & Poor's directory, Berg gets on the telephone in his hotel room. "Do you have a Christmas gift problem?" he asks the prospect. At this point, the prospect is still on the defensive Berg says. "What've you got?" they ask. "I want to show you what I've got," Berg replies.

An appointment is made, and in walks "the man with the Christmas tree." The prospect's immediate reaction when he sees the long (33-inch), green canvas carrying case is one of surprise. He doesn't know whether it contains a machine gun, musical instrument or candy cane. But he usually leaps out of his chair when Berg says, "There's a genuine Christmas tree in here!"

Entirely Low-Pressure

Berg is a dramatically low-pressure salesman. "Ever since the beginning of time," he tells the stunned prospect, "men have wanted peace and good will among mankind. What could be a better symbol than a Christmas tree, particularly during these turbulent times we're living in?"

"This is not a gadget, novelty or gimmick. It is a dignified gesture in good taste—a festive way of shaking your customer's hand at Christmas time. This gift can be enjoyed by all members of the family and by visitors—it's good to send to an entire office force of an organization."

Berg estimates that approximately one-third of his calls are cold canvass for this reason: If he has a 9:00 a.m. appointment, he's usually finished with the prospect by 9:30 or 9:45. Since his next appointment isn't until 11:00, he uses the intervening time to make cold calls.

Berg makes 30 to 50 calls a week, sometimes more. Out of 30 calls, he has approximately 20 interviews; five people usually are interested and two give immediate orders. The three "interested" parties are most often sold through follow-ups by telephone, wire or mail. His average order is for 150 packages which, at the 1953 price, were selling for \$5.85 each.

Halvorson's office then invoices the customer for a 20% deposit on the initial order. On special forms, the corporation executive lists names and addresses of people to whom he wishes to send the gift tree. Halvor-

son does the rest: He selects and harvests 32-inch trees (not tops of large pine trees), chemically colors them with fireproof plush white, packs them in boxes with the giver's card and places them in cool storage to await the arrival of mailing lists from Berg's customers. They are mailed from Duluth the first week of December, in a carton that carries the message: "This gift is different . . . open it *Before Christmas!*"

Pays Own Expenses

Berg pays all his own expenses. He receives no draw or advance, but is self-supported through the 20% deposit program. He drives his Pontiac about 25,000 miles a year, but flies to the East coast where his customer list shows substantial gains.

He estimates that his weekly expenses average \$150. In a city the size of Chicago, he spends approximately \$20 a week on telephone calls. Berg believes that \$150 is a conservative estimate. "Since I work on straight commission, I spend what's necessary. My only boss is Old Man Overhead." His total 1952 cost of operation was \$4,800. He has traveled more in 1953, and he estimates that his operating costs will run higher.

Travel is the principal drawback in Berg's setup. He is away from home three weeks at a time, returns for 10 days for bookwork, then hits the road again. There's some compensation in the fact that he is home in Minneapolis most of the time from October to the first of the year. "My job is a constant race against time," he says, "and not only by the day or week, but by the month. The field of corporate gift selling is a short season. It's best from January 1 to October 1, but orders float in even in November and December."

The fact that he is a successful "free-lance" operator can be attributed, Berg believes, directly to the freedom enjoyed in the United States. Says Berg: "Here's a thought that I believe the average American is not aware of. 'You know I carry a conventional briefcase, and a long zipper case enclosing the gift tree package, which is of unusual shape and size.'

Berg thinks that the average salesman is not fully appreciative of his freedom. He asks, "Don't you think that the reception we get is a terrific example of freedom of entry, freedom from suspicion and freedom from any prejudice against a salesman's race, color or creed, or political beliefs?"

The End

They're in the News

DRIVERS ARE BACK IN THE SEAT: WHAT STRATEGY FOR '54?

As goes the automobile industry so goes the national economy. The nation's car manufacturers, grown fat and sleek after a decade relaxing in a sellers' market, are facing their toughest selling year since the Depression. To unload the spawn of the assembly lines will call for the greatest show of sales ingenuity automobile sales executives have yet been called upon to muster. Responsible not only to their individual

companies, these men have a secondary, and to many, larger responsibility: Success or failure of their sales efforts will constitute a harbinger of things to come for American industry as a whole. With U.S. Business anxiously watching them, we have asked the sales managers of the Big Three and their vigorous Independent brothers for a closer look at sales plans for 1954. On this and following pages are their answers.

AT THE CHRYSLER CORP.

Dodge's R. C. Somerville, v-p in charge of sales: To hold or surpass Dodge's '53 sales position, "sales training, used car merchandising and more effective appeal to women are probably the most important of the factors . . . Good product selling and good dealer management are essential, of course. We are optimistic about the future of the automobile business . . . Our basic means for maintaining Dodge sales at a high level is the product itself. In addition we are applying intelligent sales training with aggressive advertising and promotional activities."



SOMERVILLE

Chrysler's C. R. Curtain, sales manager: "Chrysler will maintain high sales by developing and maintaining with factory help, progressive, enthusiastic automobile merchants."

De Soto's J. B. Wagstaff, v-p in charge of sales: "We feel that the basic ingredient in any formula for maintaining motor car sales at a high level is the product itself. Our cars must be good cars, smartly styled, soundly engineered, honestly and skillfully built and fairly priced. Aggressive advertising, intelligent sales training and appropriate promotional activities are essential also. And, finally, of course the dealers' profit opportunity has to be attractive."

Plymouth's sales executives mirrored De Soto's position. The '54 Plymouth is making an all-out appeal to women with color-coordinated interiors and luxury fabrics.



ELLIOTT



GAREISS



DOSS

BY HARRY WOODWARD

THE INDEPENDENTS

Studebaker's K. B. Elliott, executive v-p in charge of sales: "There are a great many factors in maintaining high automobile sales and it seems misleading to single out any three and say 'These are the ones that will be determining.' Advanced styling of new cars, inside and out; more sales training and better merchandising of used cars are certainly three elements we regard as important."

Hudson's N. K. Van Derzee, v-p in charge of sales: "Few, if any, factors . . . are as important as a strong, intelligent and aggressive sales effort on the part of an industry which, for the past decade, has been able to sell all of the goods it could manufacture with little or no sales effort. In my judgment good salesmanship, which, of course, must include working at it constantly, is the most important factor in maintaining sales volume. This means that factories must provide the leadership, the training and the stimulation. Incidentally, I think this applies to other lines of business."

Kaiser-Willys' Roy Abernethy, v-p in charge of sales: "We feel that the consolidation of Kaiser and Willys will give us a stronger dealer and distributor organization—an important factor in stimulating sales of both lines of products . . . Diversity of combined product lines, advanced styling made possible through integration of the companies along with greater manufacturing facilities will mean a challenge to the rest of the industry. New and strengthened distributor-dealer body . . . will have even greater advantages through combined purchasing power . . . We are currently engaged in an intensive program of distributor-dealer training with strong emphasis on sales promotion . . . We are looking forward to 1954 with considerable optimism."

Packard's F. W. Gareiss, merchandising manager: "The factors Packard feels most helpful in maintaining high sales are strong, well-trained retail sales forces backed by forceful factory executives, more dealers' sales-training and stronger advertising appeals to women. We also plan special used car promotions."

Nash's H. C. Doss, v-p for sales: "Nash expects to maintain its position by product improvement, additional models, continuance of large-scale advertising, sales promotion and sales training programs. We will lay special emphasis on used car merchandising, aids to dealers and Italian styling. Our entire sales force realizes that we are in a selling market and must face competition with renewed determination to go to the customer and prove that we have what he needs and wants. The day of 'order taking' and 'gimmick selling' are over. There is plenty of business for all but we must go after it. The desire for an automobile is universal but the question of 'what and when' must be answered by real hard selling."

AT FORD MOTOR CO.

Ford's Walker A. Williams, v-p in charge of sales and advertising: "Ford Motor Co. and its dealers consistently have taken a realistic approach to the business of selling cars and trucks . . . For the past seven years sales training programs have been pointed toward a competitive market. The company has contributed toward this preparation through special schools, business management assistance, dealer council organizations, providing for two-way flow of suggestions and recommendations, publications which offer sound sales advice and competitive information and a strong program of product and institutional advertising. Approximately 300 dealers have staged special promotional activities and the company believes that these promotions tend to show the breadth of the automotive market. The automobile market is much deeper and more sound than many recent pessimistic reports would indicate . . ."



WILLIAMS

Lincoln-Mercury's Joseph E. Bayne, general sales manager: "We anticipate a very active year during 1954 in the sales of Lincolns and Mercurys because of (1) highly desirable new models, (2) aggressive merchandising and (3) a comprehensive advertising program. With this program we look forward to one of the best years in 1954."



ROCHE

AT GENERAL MOTORS CORP.

Cadillac's J. M. Roche, general sales manager: "The most important factors which will contribute to a continuing demand for Cadillac cars are: Aggressive sales efforts on the part of Cadillac dealers; continuous improvement of product in styling and mechanical attributes and effective and sound merchandising programs both at the factory and retail levels." The other G.M. Divisions—Chevrolet, Olds, Buick and Pontiac—completing 1954 plans and readying new models, withheld comment.

THEY SOLD MORE CARS THIS YEAR . . . In the first nine months of '53 total auto passenger production for the U.S. reached a staggering 4,840,000 units. In the same period of '52, the figure was 3,029,409. Here's how the '53 figures break down, comparing the period of January-September, 1953 as against the same period for 1952:

	1953	1952
All Chrysler	957,388	654,778
All G.M.	2,274,769	1,305,999
All Ford	1,147,522	668,178
Kaiser-Willys	57,702	87,296
The Independents	382,812	313,060

Source: Motor Age

THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

TWELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3133

How many Sales Managers are in trouble

because they won't listen to the Real Boss?



Your prospects and customers are the Real Boss you and everyone else in your company are working for. They will buy what you have to sell, IF, and only if they understand its value to them.

The Real Boss speaks softly but wields a big stick. If you listen to him and fit your sales approach to what he needs, you get his orders. If you don't listen to him, competition gets his orders.

The highest cost in all selling and advertising is the cost of guessing what a prospect needs to know before he'll buy. Part of that is guessing what he now knows about your product...or thinks he knows.

Reduce the guesswork and you cut the waste.

How much money is your company pouring into advertising in its various forms (publication, direct mail, booklets, catalogs, manuals, presentations) without first finding out what's important to your Real Boss?



Your most effective and least costly selling effort, be it personal or printed, is that which presents your product in terms of some need your prospect has; some problem he has to solve, some job he wants to do better, faster, easier, at lower cost.

The basis of such selling is knowing, for sure, who the prospect really is, what he does that makes him important to you, and what he thinks about products or services like yours.

Usually a few dollars spent for exploring the Real Boss's views - for depth interviewing of customers and prospects by men who know how to find out what they're doing and planning, and WHY - will cut a lot of guesswork out of your sales and advertising approach and methods.



That's the basis of "Ditch-Digging" Advertising*: knowing - before you say it - what to say, where to say it, and when.

Sincerely yours,

The Schuyler Hopper Co.

*REG. U. S. PAT. OFF.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

"Experienced in the reduction of guess work in advertising and selling."

NOVEMBER 20, 1953

31

An interview with C. G. BENNETT
Director of Product Development
and Consumer Research
Pacific Coast Foil Co.,
Division of Jorgenson & Co.

**These Are the Tests
That Answer the
Price Objection:**



1. PREPARATION: R. O. Welch, a Pacific Coast Foil Co. representative, installs a Pac-Foil-Fresh laminated liner in a lettuce crate prior to making the "ice test" for a grower.

Price Higher than Competition? Then Prove Value by Demonstration

Case in point: Pacific Coast Foil Co. sells linings for crates in which fresh produce goes to market. Cost is about six cents more per crate than for paper. See how good selling convinces growers foil is worth the extra investment.

During the past two and one-half years the Pacific Coast Foil Co., division of Jorgenson & Co., San Francisco, has pioneered a laminated aluminum foil liner for crates in which vegetables are shipped.

The new liner—Pac-Foil-Fresh—has many advantages for transporting produce in good condition from field to consumer. It costs about six cents more per crate than the standard paper liner.

What kind of selling job is needed to launch successfully a new product with a high price bar?

"To overcome a marked price differential between your own and your competitor's products," points out C. G. Bennett, Director of Product Development, Pacific Coast Foil Co., "you must prove to your prospect that for the six or so extra cents per crate for packaging he will be able to

get up to \$1.25 a crate more for his vegetables, because of the excellent condition in which they arrive at their destination, even after traveling thousands of miles."

To lay the groundwork for this proof, the company has built up many convincing case histories which help, but these are not enough. A prospect must convince himself that *he* can benefit. The method used to achieve this is what might be called demonstration-sampling. It was worked out by Bennett and it is not unusual to find him in the field showing a packer how to line a lettuce crate with Pac-Foil-Fresh.

What distinguishes the product? Who are its prospective users? How is it distributed?

Aluminum foil as a liner for vegetable crates is not new. It has been promoted for some time by foil man-

ufacturers. Like these, Ralph J. Jorgenson, President of Pacific Coast Foil, believed that foil would do a better job of lining crates than the standard waxed and wet-strength papers which were pioneered as superior liners not so long ago.

"Aluminum foil," he explains, "is impervious to moisture, non-absorptive, shrinkproof, non-toxic, corrosion-resistant, non-aging, hygienic, opaque to light and reflects radiant heat."

Nevertheless, shippers argued that there were disadvantages which offset these virtues. The foil sheets are difficult to separate and to place in the crates by packers who work rapidly; they are subject to tearing during that operation; if pierced by sharp ice corners in crate handling, the liners lose some of their efficiency. Sheets heavy enough to overcome these objections would be expensive.

Pacific Coast Foil's close contact with operations at the point of use convinced the company of the validity of customer objections, and it promptly explored the possibilities of a liner which would overcome them completely. The firm came up with Pac-Foil-Fresh, which is aluminum foil laminated to strong wet-strength



2. OPERATION: The packed crate is now ready for shipment. Home office gives consignee approximate date of arrival, asks for check on condition of contents.

NOTICE

This is an experimental package. Will you please examine it carefully, and write your comments on the packaging and contents, also the date you received it and number.

To C. G. BENNETT

Director Product Development and Consumer Research

PACIFIC COAST FOIL CO.

Division of Jorgensen & Co.

500 Sansome Street, San Francisco 11, California

Thank you very much for your cooperation.

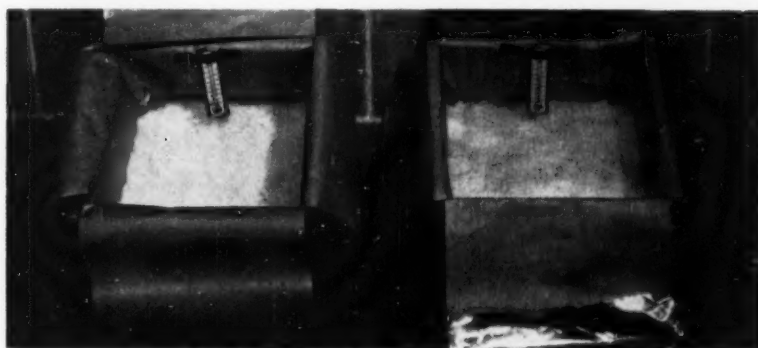
3. IDENTIFICATION: Each test crate carries a numbered form like this. Returns provide evidence that foil-packed produce can command premium prices.

paper. It further learned that the foil and wet-strength paper combination could be printed successfully with ice and scuff-proof inks by gravure process on the foil, to provide the shipper with sales appeal and advertising on his crate liners, as well as vastly improved protection.

Lamination to the heavy kraft paper made it possible to use thinner foil. This meant that the liner cost less than the bare foil, although it was six cents more than the standard paper liner.

Prospective users for this liner are: large growers of vegetables such as lettuce, celery, broccoli—particularly those whose produce is sent to distant markets; packers who buy the produce from the grower and repack, and to whose interest it is to get it in top condition; chain store buying operations which make volume purchases of produce and pack and ship to their warehouses for retail distribution, and who also have a big stake in maximum protection. All of these, of course, are located in or near the large growing areas in California (Salinas Valley, San Joaquin Valley, Imperial Valley), Arizona, Texas, the Northwest.

They are served and sold by jobbers assisted by Pacific Coast Foil's sales department. The former are, mainly, the large paper companies. The company's sales department is in San Francisco, with G. W. Holt in charge as sales manager. W. F. Savale takes care of the Los Angeles office and Southern territory. R. E.



4. DOCUMENTATION: This is the "melting test". Salesman lines one produce crate with foil, another with paper liner used by prospect, weighs ice going into both, places both crates in the sun. Towards the close of the interview the ice is weighed again, and the temperature of produce taken. Foil-lined crate is cooler, less of its ice has melted.

Welch is the field man for central California.

The sales territory runs up and down the Pacific Coast, through the Intermountain area as far as Salt Lake City, and South to Brownsville, Tex.

The company's own sales staff has the dual function of developing and contacting prospects, and of briefing, training, and guiding the jobber salesmen, all of whom have had thorough plant and sales training.

The sales problem is price: A Pac-Foil-Fresh lining for a lettuce crate, for example, will cost about 13 cents. An ordinary wet-strength kraft liner such as is widely used costs between six and seven cents per crate. That six cent differential looks like, and is,

a formidable hurdle—until the facts are examined.

Here are the Pac-Foil-Fresh salesman's main selling points:

1. **It keeps contents cool:** Aluminum foil reflects back towards the heat source 95% of all radiant heat that it intercepts: The action takes place whether the crate lined with the laminated foil is in a sealed "reefer" or in bright sunshine. A brown paper liner reflects only 7% of the radiant heat it intercepts.

2. **It removes heat from the pack:** Shippers know the importance of removing quickly the field heat from the vegetables they pack. Thermal

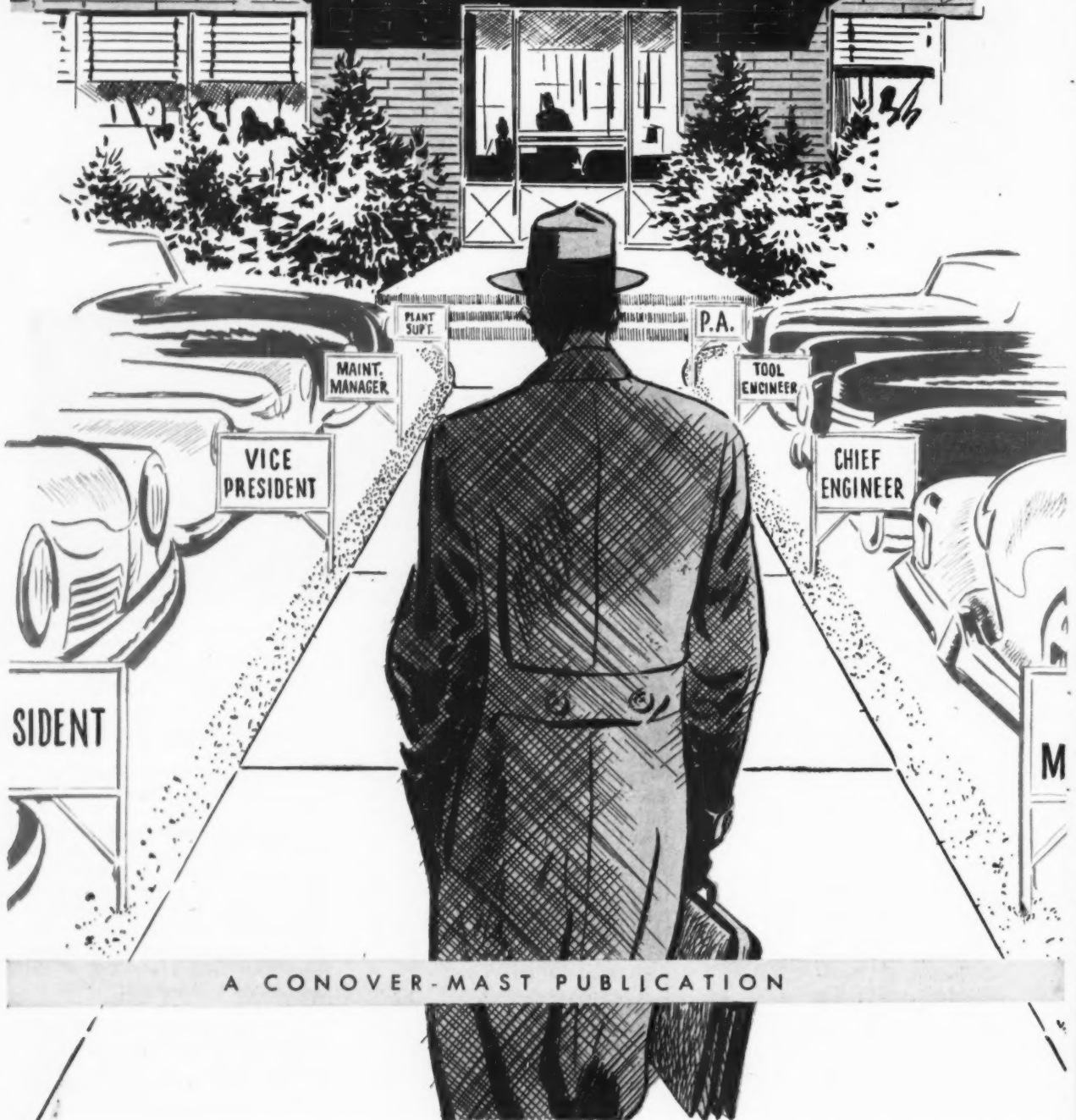
(continued on page 36)

regardless of title

Mill & Factory reaches the men your

PLANT NUMBER 7

Industrial - Metalworking - Corp.



A CONOVER-MAST PUBLICATION

salesmen must see to sell!

Headed straight for the key buying influences...

It's just a short walk inside, but it has taken your salesman many calls to know *who to see* when he gets there. Only through repeated sales contacts has he been able to identify which men have *real buying influence* in this plant.

He knows from experience that titles are an inaccurate guide, —that the buying pattern in one plant usually differs radically from the next. Only *repeated sales calls* can search out the men who count.

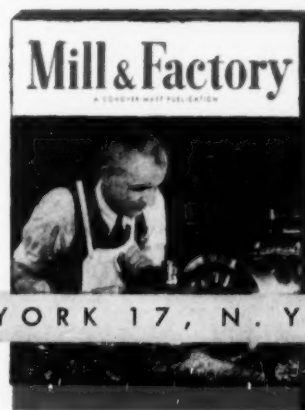
That's why MILL & FACTORY, alone in the general industrial field, uses 1,645 sales engineers to build and maintain its circulation. These sales experts, like your own salesmen, sell machinery, equipment, and other products to industry.

All of these men are in *constant contact* with the nation's worthwhile industrial plants. They *select* each individual reader and enter a paid subscription so that he receives MILL & FACTORY every month.

This "key-man" circulation method *assures you*, the advertiser, that MILL & FACTORY reaches the men, regardless of title, your salesmen must see to sell.

WORKS
ANAGER

205 EAST 42nd STREET • NEW YORK 17, N. Y.



Unusual Care...



At Fall Church, Virginia, three homeless squirrels were adopted by this dog, Boots, when they were separated from their own mother in a storm.

for Unusual Care on Long-Distance Moves Go the MAYFLOWER Way!

► Whenever you move all of your household goods and other valuable possessions hundreds of miles, you want and need a mover who will give them unusual care . . . extra attention to every detail. That's where Mayflower Service really shines. Mayflower has pioneered and standardized



Packing is done by experts—especially trained for their jobs.

into its service more refinements in long-distance moving than any other carrier. For example, Mayflower packers use the finest materials . . . cartons, drums, packing papers, tape . . . that money can buy, and the latest scientific methods, designed to make sure that all of your precious breakables ride safely to their destination. That's the kind of careful service you get when you use Mayflower Moving Service. Ask your local Mayflower agent to arrange for Mayflower Service the next time you have a long-distance move.

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



NATION-WIDE FURNITURE MOVERS

Pacific Foil

(continued from page 33)

conductivity of aluminum foil is high; therefore laminated foil liners help to remove heat rapidly from within the crate, especially during flash vacuum cooling.

3. Collection of moisture on the produce is largely prevented: Vegetables unloaded from cool cars after shipment act as a condenser in the warm outside air. Such moisture, collecting on the produce, permits bacteria to go to work. When the Pac-Foil-Fresh liners are used, most of the condensate collects on the outside of the foil. Any that condenses inside is absorbed by the wet-strength paper which is laminated to the foil, instead of collecting on the vegetables. Vacuum cooled lettuce, for example, is in particular danger from the condensation mentioned. Shippers of vacuum pre-cooled lettuce would be good prospects for the laminated foil liner. They have, in fact, proved ardent boosters.

4. The foil, placed towards the outside of the crate, prevents penetration of sun rays: These rays are especially damaging to lettuce; hence, Pac-Foil-Fresh is particularly suitable for this item.

5. The liner is impervious to air: Lettuce arriving at its destination with reddish butts may be regarded as old and needs to be trimmed. Packing plant tests disclose that oxidation may cause the reddish tinge. This tell-tale color is greatly reduced when the lettuce is packed in the foil-lined crate.

6. Produce arrives at destination fresher: The foil prevents evaporation of the natural moisture from the produce. This has been noted particularly in the case of dry-pack lettuce, shipped with small amounts of top ice in the fan cars. Fans dry out shipments; the foil liner prevents this drying.

7. It almost completely eliminates bruising: The dimensional stability of the laminated liner bridges the spaces between the slats, and produces a flat surface. With no bulging, contents are better protected by the crate. Packers say that broccoli and cauliflower show great improvement in arrival condition because of less edge-bruising and damage to buds.

8. It stands up under all handling conditions: It is not easily broken by ice.

SALES MANAGEMENT

9. It advertises produce as premium quality: The bright foil, grave-ure-printed, brings packer's name and brand to the wholesale and retail purchaser. The bright surface of the foil liner attracts buyers at auctions, making for quick sales.

10. It has sales appeal and it holds up at point-of-purchase: A merchant, for example, may spray a foil wrapper as often as necessary without any damage or diminution of its functional properties or appeal. Some use foil-lined crates for center pieces in their stands.

11. The foil liner is suitable for overseas shipments of fresh produce: Highly successful tests have been made on shipments to the Hawaiian Islands. Besides protection and eye appeal, it makes possible reduction in the amount of ice needed to bring the produce to its destination fresh.

The company selects its prospects. A fly-by-night packer, or one with some "junk" to unload, who is not too scrupulous, observing the excellent prices brought by the foil-packed produce, may get the idea that by shipping his inferior merchandise in an elaborate container he will command a premium price. The company does not encourage that use of its liner. The only justifiable use for a liner of the type of Pac-Foil-Fresh is to keep top-quality produce in the best condition from grower to user. The company wants to help packers of such quality produce earn for it the higher market price it can command through proper packaging.

Test Is Quick, Convincing

Bennett explains: "We have slanted all our promotion to these growers and shippers of top-grade produce, the established people in the industry with reputations to maintain, who are brand and merchandising conscious, who believe as we do that the function of the superior package is to protect, identify and promote a sound product, not to camouflage a poor one."

Case histories on usage arouse interest. But to clinch the sale the prospect himself must be given proof of what the product can accomplish for him. This takes the form of a quick demonstration, a sampling.

The quick demonstration is spectacular. The salesman will line two produce crates, one with the paper liner used by the prospect, the other with Pac-Foil-Fresh. The ice that goes into each is weighed; they are then packed and closed, and set out

Better See H&D!



H&D

HINDE & DAUCH

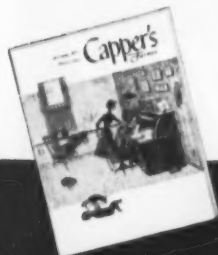
If You Want MASS



...LIKE
RED STAR
YEAST

With a mass product, you buy mass markets. Mid-America is one — a mass market, dominated by farmers. You can't sell Mid-America without farm families, nor the magazine that concentrates on them alone!

Buy
Capper's
Farmer



in the sun. Towards the end of the interview the two crates are examined, the ice in both weighed again and the temperature of the produce taken. Invariably, it is found that the foil-lined crate is cooler and that less of its ice melts.

A similar demonstration technique is used to show the advantages of the liner at packaging shows, vegetable growers' conventions and similar gatherings where packaging is of interest. Infra-red lamps are used and instead of an actual test on produce, prospects place their hands inside crates lined with the foil and inside crates lined with competitive liners to feel the difference in temperature.

Setting up a Test

"But," a prospect may argue, "my produce does not stand out in the sun."

"It does—all too often—when it gets to its destination after shipping," the Pac-Foil-Fresh salesman points out, "but whatever kind of adverse handling it may be subjected to, the foil liner will give it better protection. Let's make a test shipment and see."

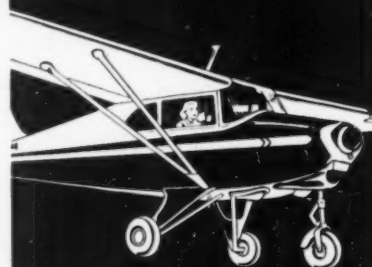
The prospect may not wish to be bothered; he may not know how to go about following through; or he may be co-operative but forgetful or careless in checking results. What the company does (and it encourages the same kind of progress by its jobbers) is to provide the prospect with enough sample liners for a 20-crate test shipment.

The field representative never leaves it to the customer but lines, or supervises the lining, of the crates. Special moisture-resistant parchment forms are provided, one to go into each package.

The forms are serially numbered to correspond with company records. In large type it states: "Notice . . . this is an experimental package. Will you please examine it carefully, and write your comments on the packaging and contents, also the date you received it, and the number." Signed by Bennett, whose company affiliation and home office address is given, it concludes, "Thank you very much for your co-operation."

Field men advise Bennett of all test shipments. When one is on its way, he telephones, wires, or writes the consignee giving arrival date of the test shipment, gives him the serial numbers and asks his help in checking the condition of the shipment. With this close follow-through, co-operation of those concerned has been excellent.

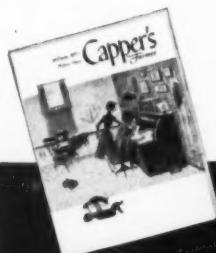
If You Want CLASS



...LIKE
PIPER

When your product costs important money, you want the people who *have* money. Farm families are near the top. And tops among them are the readers of Capper's Farmer. They are the most prosperous farm families in Mid-America, itself the richest farm market on earth!

Buy
Capper's
Farmer



With personal follow-through the company has been able to obtain approximately half a dozen good case histories out to every 30 to 40 tests.

The culminating argument is the price the grower or shipper receives on the market. If the going price per crate is \$4.50 for top-quality lettuce, and the shipper of a comparable product receives \$5.75 for his foil-lined crates, it isn't too difficult to persuade him to spend six cents more per crate for his liner to get a return of \$1.25 more per crate. Or, in the case of a printed foil liner, he will pay seven cents more per crate to return up to \$8 a crate. The company's case histories show that foil-packed produce has brought from \$.25 to \$1.50 per crate premium.

In addition to tests made in collaboration with shipper or grower prospects, the company attempts to keep track of every shipment of produce in its territory made with foil liners. It checks each day's Federal-State Market News Service reports of vegetable shipments for prices paid for shipments made in foil-lined crates. In many cases these reports indicate how the shipments are packaged. For additional information on such shipments the company subscribes to a private wire service to obtain price data on shipments in which it is interested.

Pacific Coast Foil's sales office keeps a file on every shipment which shows a differential in market return on shipments of vegetables packed in foil-lined crates. These, together with the Federal-State Market News Service reports, are proof of the claims made for the new liner.

Most crops, of course, are seasonal; the company and its distributors watch this closely. When a crop suitable for shipment in the foil-lined crates is ready for packing, Pac-Foil-Fresh representatives promptly begin to sell it. For ex-

ample, summer crops of Salinas Valley lettuce as a rule would not be good prospects because they are shipped when locally grown lettuce is plentiful in the East. Supplies all over the nation are apt to be plentiful and premium prices not obtainable, regardless of quality.

On the other hand, winter crops from California's Imperial Valley, from Arizona and other winter-harvesting areas bring high prices in Eastern markets for quality produce (lettuce, celery, broccoli, endive, cauliflower) and their shippers are top prospects for Pac-Foil-Fresh.

Advertising has played a small part in promoting the product. Manufacturers who supply the raw foil to Pacific Coast Foil played up the laminated liner in its introductory phase and still emphasize it seasonally. In addition, the company has placed advertising in grower and shipper business publications.

Reprints of advertising have been used as a selling tool, as have reprints of technical articles which describe the new liner. The company also uses multigraphed copies of letters from packers who have made tests with the foil liner, describing their experience and conclusions. In one letter a packer using a flash vacuum cooling packing process in conjunction with foil liners was able to report that his pack had doubled in a year's time from 2,500 carloads to 5,000 carloads.

It is two years since Pac-Foil-Fresh was introduced. It is now in its third season of promotion. Results in that relatively short time, mainly devoted to laying the foundations for selling, have been gratifying.

Bennett sums up: "We believe that we are getting where we want to go. The results indicate that the means we have taken to introduce this new type of liner are definitely taking it over the price hurdle." **The End**

Coming . . .

Tell It Often, Sell It Hard: DeMet's Aspirin for the Used Car Headache

This active Chicago Pontiac dealer spends no time moaning at the bar. Autos are moving briskly. Lively promotion of honest values offered through liberal newspaper and TV advertising keep the prospects trooping in.

in Sales Management December 1

NOVEMBER 20, 1953

If You Want FARMERS



...LIKE

MATHIESON

AGRICULTURAL CHEMICALS COMPANY

With a product for farmers, you want *on-the-farm circulation*. Not would-be farmers, or half-acre farmers, but those with fields to work... stock to raise... buildings to maintain. Capper's Farmer circulates 90% *right on the farm!*

Buy
Capper's
Farmer



Slipping Market Spurs Better Selling For Fresh Fruits & Vegetables

Big per capita gains have been chalked up since 1940 by both canned and frozen foods, while fresh produce has barely held its own. A vigorous campaign by United Fruit and Vegetable Association is aimed at arresting the trend.

BY JEROME SHOENFELD • Washington Editor

It may be news that you still can eat a peach (not to mention oranges and grapes) and that despite improvements in canning and freezing there are housewives who continue to wash heads of cabbage and shell peas. There's still fresh fruit and produce—as you can see at the nearest super market, if not in your own refrigerator.

It's doubtful that this resistance to cans and freezers can be ascribed wholly to taste for natural food. Merchandising has something to do with it. The United Fresh Fruit and Vegetable Association has shown the fruit store men, the wholesaler and others in the business, something about the fundamentals of selling.

An Association spokesman can easily become so enthusiastic that he may forget there's any competition worth mentioning. Frozen food, he'll hint, is merely a decimal point figure in the cost-of-living index—a woman's occasional recourse when she must spend the afternoon at the dentist's office—and not a way of life.

Competition Is Fierce

Things aren't quite that wonderful. Competition by processors actually is fierce, as you find out from Agriculture Department statistics or from grocers and housewives. The fresh produce business is a struggle, and those in it act, if they don't always talk as though they knew it.

Let's consider fresh versus processed vegetables. The amount of the fresh produce people eat hasn't changed much since 1940: In that year and in 1952, it was more than 140 pounds per capita. You can see from the totals that the business hasn't gone sour.

Even during the great flight from

starch, it just couldn't grow: It was the canning and freezing industries that grew. From 1940 to 1952, people increased the amount of canned goods they ate from 33 pounds to 41 pounds. They ate virtually no frozen vegetables in 1940, but ate five pounds in 1952. Moreover, it's such stuff as celery and lettuce, still unknown to cans or freezers, which have become best sellers.

People eat less of fresh fruit. They ate about 111 pounds in 1952, 35 pounds less than in 1940. And it was precisely where the competition was keenest that the fruit stores lost. People bought juices, canned or frozen, rather than oranges.

Where Problem Lies

It's easy to see why produce men must run fast to stay where they are. A frozen food package will save several afternoon hours, sometimes to hold down a job in office or factory, sometimes to telephone and gossip with a half dozen friends. People have moved into suburbs where it's harder to shop and so they roll a whole week's shopping into a single trip: The cans or frozen packages won't spoil. There are similar advantages for people in the business. Perishables may be cheaper, but trading in them takes more time, and wages have gone up. It's simpler and less risky to stock processed food.

Meanwhile, manufacturers sell an increasing number of freezers. Sales of equipment define the market for frozen foods, which steadily widens.

That's what the produce merchant is up against—a style of living which seems to exclude him. That the business remains huge shows that he's meeting his sales problems with something more than casual success. To

keep what he had, he practically overhauled the business.

The general idea of the overhaul can be summed up quickly: Vegetables and fruit must be sold fast to be sold at all. The industry must be paced to rapid turnover, the increased costs of packing and shipping notwithstanding.

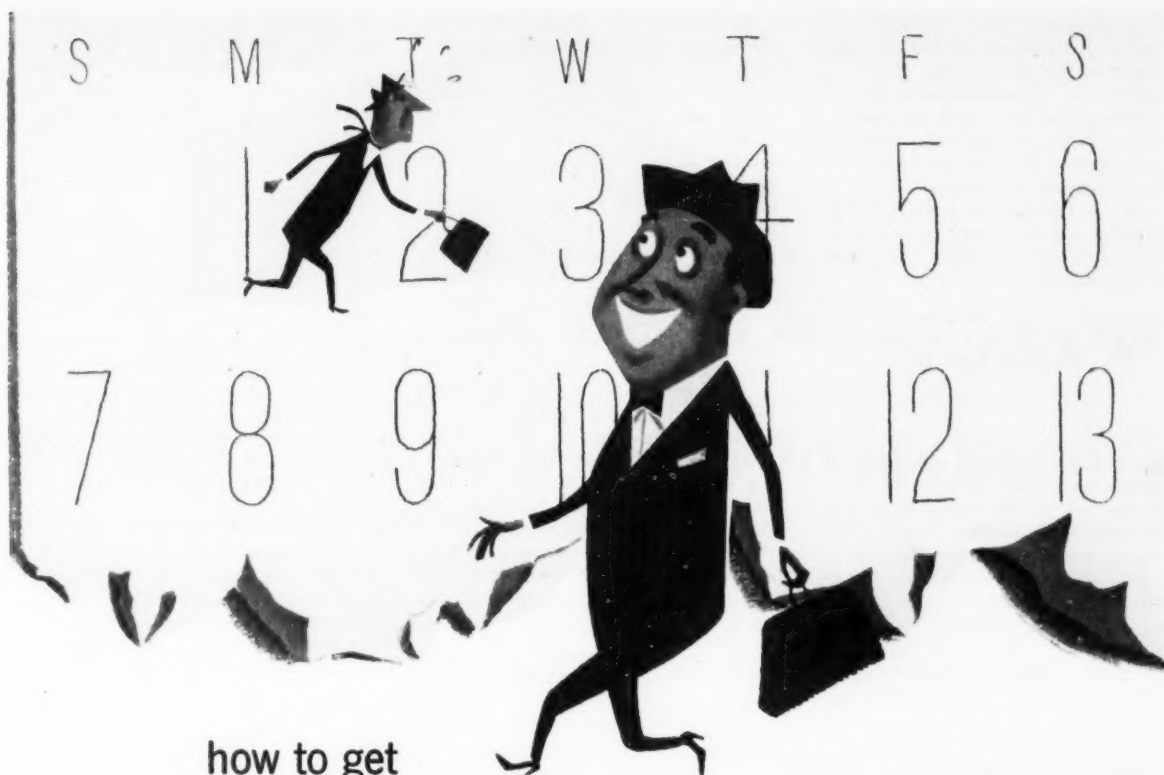
For retailers, the new way opened in the late fall of 1947 at Amarillo, Tex. Through a local wholesaler, the Association, with the help of the Department of Agriculture, brought the local storekeepers together for a series of one-day classes where they were taught their business. Classes started a little later in Oklahoma City, in Seattle and elsewhere. By now, more than 35,000 have gone to school.

Demonstration Plan

A classroom, usually in the wholesaler's warehouse, is equipped with a produce rack with a drain for water, display tables, tubs, a produce barrel. The first lesson will be a demonstration in trimming celery, lettuce, and cauliflower as the leaves yellow. The storekeeper must remove only what has discolored, keeping the head as large as he can. The more he trims, the more moisture will be lost. Each student is called on to give a demonstration. A course in washing follows, so that a shopper will exclaim, "Why, there's hardly any sand!"

Artistry is the next factor. A display rack should look like a still life. Fruits and vegetables must contrast in shape and color, with deep browns setting off the bright greens, cucumbers balancing apples. Art needs not only aesthetic sense but water: The instructor tells the class that they must wet the racks periodically, giving everything the glow customers are supposed to want and, incidentally, slowing the loss of moisture. Sometimes a member ruggedly objects that this is cheating, trying to sell water by the pound. His classmates retort that this is simply a method of keeping the water already there.

Finally, they're shown how to preserve produce overnight. They are told that it's simplest to stack it in a refrigerated storage room, but not everybody has one. In that case, a bar-



how to get a 10-day head start on your competition

When a prospect reads your advertisement and decides that your product might do a job for him, the chances are he is going to want more information, *fast*.

But once he's *that* much interested, he's pretty sure to read your competitors' ads, too.

So how can you get a head start in the race to the dotted line?

Here's how: any time this interested prospect has to send for product information, he's going to have to wait about 10 days to get it. But if you can refer him *immediately* to printed product information that you have already anchored in his own office in a way that makes it easy for him to put his hands on it . . . you get a 10-day head start on every competitor who makes him wait.

Just two simple steps will give you this competitive advantage: first, place your product information where it is *instantly accessible* to all your best prospects; second, be sure every advertisement or mailer reminds every prospect that additional

information is right there, in *his* office, ready for instant use.

You can measure the importance of catalogs in getting orders

The National Industrial Advertisers Association's "Survey of Industrial Buying Practices" revealed that, with 60.1% of the 1383 makes considered, printed product information controlled a supplier's chances of getting the order.

The Sales Executives Club of New York found, in a recent survey of industrial sales costs, that the estimated cost of producing an order drops from an average of \$187.39 on cold calls to \$44.89 on calls made after a prospect has studied a supplier's catalog and invited his salesman to call.

If you'd like more information about these independent studies, there's a Sweet's district manager as near as your telephone . . . ready to hop over with full details.

"The easier you make it for people to *buy* your products, the easier they are to *sell*!"



Sweet's Catalog Service

(division of F. W. Dodge Corporation)

designers, producers and distributors of manufacturers' catalogs for the industrial and construction fields
Dept. 87, 119 W. 40th Street, New York 18, N. Y.

Atlanta 3, 133 Carnegie Way, Walnut 6516 • Boston 16, 31 St. James Avenue, Hancock 6-0700 • Buffalo 2, 70 Niagara Street, Madison 1200
Chicago 54, 700 Merchandise Mart, Whitehall 4-4400 • Cincinnati 2, 708 American Building, Garfield 2800 • Cleveland 15, 1422 Euclid Avenue, Cherry 1-7256
Dallas 1, 1314 Wood Street, Randolph 9073 • Detroit 26, 531 Free Press Building, Woodward 1-2745 • Los Angeles 17, 1709 West 8th Street, Dinkirk 3-1177
New York 18, 119 West 40th Street, Oxford 5-3000 • Philadelphia 7, 1321 Arch Street, Locust 7-4326 • Pittsburgh 19, 411 Seventh Avenue, Atlantic 1-8220
St. Louis 1, 721 Olive Street, Chestnut 7388 • San Francisco 3, 465 Tenth Street, Market 1-7110

rel is adequate. First, the bottom is lined with ice on which, for example, a layer of lettuce is placed. A second layer of ice is covered with carrots or celery. Thus arranged the produce remains fresh. A man who took the course wrote the Association that half the produce he used to buy Thursday, his day at the market, had spoiled by Saturday night. Now, he has good produce through Monday, his second day for buying.

Neglect Sets In

The courses inspire fan mail: Figures on reduced spoilage, increased sales, come both to the Association and to the Agriculture Department. But lessons don't easily crust into habit. After a busy day, a weary storekeeper makes an exception, neglects his barrel of layered ice. Noticing that he hasn't gone bankrupt, he makes a second exception and a third. His eye dims for color contrasts. It's almost as though he had never been taught.

Wholesalers could occasionally prod customers. They could give their salesmen special courses in prodding. That alone wasn't enough. There was bigger game than handling the backsliding retailer. The Association had already created a Service Wholesalers Division to introduce the arts of industrial promotion and sales management into the produce business. Prodding retailers became a mere SWD incidental. The Division is changing the whole produce business.

A wholesale house sets up what it never had before—a merchandising department under an SWD-trained manager, whose job becomes, in effect, to run the place. The old method was for a wholesaler to go to the produce market or to an auction, where he bought whatever looked good, and then to bully his sales force into unloading it on retailers. If the buyer was skillful, such impulse procurement offered a great advantage: consistent buying and resale of the best the market could provide. Its disadvantage will strike anyone who works with distributors: They were always burdened with inventory, inventory that lost its bloom in a week however patiently iced and watered.

Sales management invaded the business. A merchant in tune with SWD technique today relates his morning's purchases to market analyses, nationally promoted slogans which celebrate apple or grape week, counter displays and TV broadcasts prepared weeks before.

With the help of the sales staff, the merchandising manager examines the market in his territory for each fruit or vegetable. He maps, for example, neighborhoods with high artichoke or brussels sprouts potential. Instead of unloading what he happened to buy, he sets up sales goals, estimates of demand based partly on surveys. Long in advance he prepares placards, suggested window decorations, etc., designed to feature pumpkins at Hallowe'en, cranberries during Thanksgiving week. He shares the cost of featuring seasonal fruits and vegetables in grocer advertising.

All this nurtures an intimacy with retailers which may approach that of franchised dealers. So there's little appearance of being intrusive in keeping storekeepers up to par, offering them refresher courses from time to time, reminding them to apply what they've learned. There can't be such an appearance, with wholesaler and retailer helping to run each other's business.

Every function of the business operation — marketing, finance, legal, and corporate, as well as research, engineering, and manufacturing—calls for higher and higher levels of education.

Ralph J. Cordner
President,
General Electric Co.

That is the picture of the wholesale house, with its new merchandising department, within its own neighborhood. Wholesaler and retailer are almost part of the same establishment, each priming the other on likely demand, new possibilities for promotion. Through the Association, wholesalers across the country will operate in the same manner.

The combined operation will be pegged on the Agriculture Department's crop estimates, experiments in prepackaging by growers, Government subsidized researches into whether women want cellophane wrappers. Through the Association, again, wholesalers everywhere can repeat the successful experiments one or more have tried.

Somebody hits on a promotional plan—for example, a popularity contest among the town's young ladies, the winner of which, the Apple Queen, will sit gloriously on an apple-decked throne. In one of its bulletins, the Association will describe the affair, including in its description the number of apples sold, so that other

merchandise managers can organize similar promotions.

Again, the merchandise manager wants retailers to feature what they buy from him in their daily advertising. The Association supplies him with mats featuring "fresh crisp healthful" apples or "delicious and so nutritious bananas," with other adjectives appropriately allocated to cabbage, cantaloupe, carrots. Hundreds of suggested slogans will come from the Association, and will find their way to store placards. For example: "Oh boy! Flavor of the old South," "Mouth Watering Goodness," "A Treat for the Family." These slogans have been proposed for sweet potatoes, although there would be no objection if a merchandise manager preferred to use them for watermelon.

Merchandise managers are carefully selected. After an employer has decided that he should run his business Association and Agriculture Department style, instead of in the old-fashioned manner, he selects someone to effect the revolution. The man selected is given an intensive three weeks' course, which covers everything from botany to market surveys. Nor will the Association offer to educate just anybody: The candidate has to pass various aptitude tests, the existence of which indicates how considerably the produce business has changed.

Courses for Suppliers

Training retailers and turning wholesaling into a kind of service to storekeepers is only part of the Association's drive. Education pyramids: Now there are courses for suppliers to the wholesalers. The Department of Agriculture continually experiments to improve shipping techniques; the Association helps. Customers may complain that store-bought apples have less flavor than those you pick during vacation: This gets to the growers who try out shipping techniques which will preserve flavor.

Of course, there's a lot of direct-to-you propaganda. Recipes are sent seasonally to food page editors, who run them. Through the social studies courses attempts are made to indoctrinate grade school children with proper respect for vegetables.

All this, it's true, hasn't increased volume. It probably has helped to prevent its decline. Perhaps, cans and frozen foods notwithstanding, there will be a rise as the gospel spreads.

The End

Here are the

FACTS

that count in Aviation coverage

COMPARE the CIRCULATIONS of the advertising leaders:

Only American Aviation offers A.B.C. circulation to prove reader demand — plus C.C.A. to insure complete coverage.

Circulations shown from latest (June, 1953) ABC and CCA publishers' statements. Airline circulation figures are totals of all U.S. and foreign carriers.

AMERICAN AVIATION	AIRCRAFT MFR'S.	10,034	AMERICAN AVIATION	ENGINE MFR'S.	2,710
	AVIATION WEEK	8,402		AVIATION WEEK	1,985
	AVIATION AGE	8,369		AVIATION AGE	1,658
AMERICAN AVIATION	AIRLINES	13,240	AMERICAN AVIATION	TERMINAL AIRPORTS	752
	AVIATION WEEK	6,082		AVIATION WEEK	115
	AVIATION AGE	5,948		AVIATION AGE	519

AMERICAN AVIATION is FIRST in circulation growth:

58% gain in *paid* circulation; 123% gain in total audited circulation in the past year! All figures on graph obtained by subtracting circulations shown on the June, 1952, statements from those shown on latest (June, 1953) statements.

AMERICAN AVIATION	gained 9,982 paid	plus 11,304 controlled
	AVIATION WEEK	gained 4,760 paid
	AVIATION AGE	gained 3,461 controlled

AMERICAN AVIATION is unsurpassed in editorial prestige:

Respected throughout the world as the authentic voice of the industry with more editorial awards than all other aviation magazines *combined!*

Write for complete information

AMERICAN AVIATION PUBLICATIONS, INC.

Advertising Office • La Guardia Airport, New York, N. Y.



*Presenting
the gift that will be
enjoyed...talked about
...cherished for years*

today's
SCHENLEY
the best-tasting whiskey in ages!
at no extra cost

\$4.50 FIFTH

A famous whiskey in a fabulous holiday decanter

EVERYONE FORGOT: Shoppers admired the decanter and were about to pass over it as too costly—until Schenley had dealers write in "\$4.50 fifth." Now the over-all sales plan unfolds as . . .

Schenley Reveals Decanter Secrets

Here told for the first time is the fascinating story of top secret preparations for a multi-million dollar promotion.

BY ROBERT LETWIN

Schenley Distributors, Inc., feels like a jockey astride Native Dancer, and is booting its mount—Schenley Reserve—down the home stretch in the brands' race. Like Native Dancer, Schenley Reserve has worn the floral horseshoe in the winner's circle—and has, at other times, followed fleet feet under the wire.

Just as Native Dancer has trailed the winner in its career, so has Schen-

ley Reserve, which has been "placing" in the "whiskey classic." Schenley now has its sights on first place as it heads for the wire aboard its now familiar gift decanter.

Elaborate packaging is Schenley's added spurt to push its whiskey out in front. Packaging is destined to emerge as focal point for sales promotion in the liquor industry.

Schenley dropped a bomb into the

lap of the rest of the industry this holiday season with its Schenley Reserve decanter.

"It's been a label business," says Harry G. Serlis, president, Schenley Distributors, as he describes the point-of-purchase approach in the liquor industry. "Now it's a package business. Packaging is about the only new, constructive effort the industry can make toward sales stimulation. There are 47 laws that narrow our promotional effort."

As distillers walk the tight-rope erected by state and Federal regulations on liquor advertising and promotion, the bottles under their arms will be glamorous, Schenley predicts. And it can prove its forecast by pointing to its experience with the new decanter in package stores, in bars, or



Harry G. Serlis
Pres., Schenley Distributors, Inc.
Now 41, he began as salesman at 21.



J. E. "Ed" Farr
Executive V-P, Schenley
Started as salesman, climbed each rung.



Dan Goldstein
Dir. of Ad. and Merchandising
Window decorator, salesman, sales mgr.

in meetings with distributors—and to general reaction to its coup.

Coup it was, for Schenley developed its plan—to put its medium-price blend into a gift decanter—and put its plan into operation without a leak to anyone. So tight were security measures that few who worked on the multi-million-dollar promotional and advertising campaign knew what was happening. It was a secret to the board of directors until millions of dollars were committed.

What are the ramifications of this packaging move? Why the cloak-and-dagger secrecy? Answers start with the management triumvirate: Harry G. Serlis, J. E. "Ed" Farr, executive vice-president, and Dan Goldstein, director of advertising and merchandising.

In fall, 1952, this management team was casting around for an answer to: What can we do to boot Schenley Reserve into winning position? While Schenley's popular-price blend was first in some markets, it was back in the pack or just edging up to the money in others.

Schenley's strategy team had some experience to guide its deliberations. Its I. W. Harper brand, instead of bowing to the industry's trend to lower prices on top-quality bourbons, maintained its price in 1948 and came out in a decanter. It was the first big-name brand to hit the market with a gift bottle. Immediate and subsequent sales proved the wisdom of maintaining a top price while adding more value to the product.

As Ed Farr puts it, "When somebody wants a Cadillac, he doesn't quibble over price changes. With a decanter bottle and a top price on a quality product, I. W. Harper was the Cadillac."



ATTENTION-GETTING APPROACH: Salesmen carried red velvet pillows into package stores, laid the Schenley decanter on it to dramatize the package. They got the order.



WITH OUR point-of-purchase displays we can make that decanter do everything but pop right out of the shelf at the customer," said a Schenley man. But now it does.

As brands jockeyed for position in the 1952 gift season, many companies were about to toss aside decanter promotions. Schenley, however, bet heavily on its decanter for I. W. Harper. This outstanding success of a decanter promotion set Serlis, Farr and Goldstein to thinking: If decanters give a winning edge to a high-price whiskey, can the same promotion be successful with a moderately priced blend?

Each of the three executives set out on a swing around the country as soon as the 1952 season was over and sales figures were in. Each mulled over the same idea: I. W. Harper's market position in 1949 was not Schenley Reserve's in 1953, but could the same solution work for both? It was on this cross-country swing that each decided that the decanter for Schenley Reserve merited a try.

That \$4.50 Price

The three men gathered in Serlis' living room to discuss their conclusions. The discussion narrowed down to this: Could Schenley Reserve, selling at \$4.50 a fifth, carry the added cost of expensive packaging with no increase in price?

It is a certainty, Serlis points out, that as a one-time sale, Schenley in a decanter is a financial bust. "We lose money on every decanter unless a good percentage of those fifths represent repeat calls for Schenley. If we get repeat business for our round bottles from people who were first attracted to Schenley by the decanter, then the decanters are a sound investment—and only on that basis are they a sound investment."

With 100,000 taste tests by consumers which indicated that Schenley's flavor fared well in comparison with competing brands, the executives were satisfied that repeat orders for Schenley would develop from any promotion that widened the base of consumer exposure to the blend.

"You can't fool the American consumer," says Serlis. "He is more sensitive to quality than any expert or panel of experts. He is the most discriminating judge of quality there is. To ignore this fact you head for ruin. We know we have quality in our product and we know the consumer will react to it when he tries it. To get more people to try it, to create a broader demand, we considered the decanter as 'one more reason why' to ask for Schenley."

The three Schenley brain-trusters met many times—always outside the office—to explore the feasibility of a decanter promotion. When the de-

cision was reached that the decanter was the one big move to narrow the gap between Schenley Reserve and its first-place competitor, more executives were brought into the secret circle.

Secrecy was the greatest problem. Were any part of the program to leak out to competition, the plan's effect would be diluted and perhaps completely destroyed.

Secrecy does not come easily in the whiskey business. Competitors know each other intimately, and pride in anything often loosens tongues. The industry's grapevine generally transmits competitive information as fast as it develops. For Schenley to keep its multi-million-dollar secret required extreme measures.

For weeks, the world's highest-paid messenger boys were on Schenley's payroll, for they included the president, executive vice-president and director of advertising and merchandising. Rather than trust memorandums and reports to office personnel who might inadvertently let some information slip out, executives delivered their own written material on the program. In longhand to avoid "outsiders," memorandums were often carried by Serlis, who taxied from mid-Manhattan to Long Island, to deliver a report to Ed Farr at his home.

From January, when the program was finally born, until May, only six people knew about the decanter. More people were gradually drawn into the secret circle until nearly 100 Schenley people were involved. Each person entrusted with the plan was sworn to secrecy. He was impressed with the stakes involved in a successful program and the ease with which it could all go out the window if just one person were to slip.

Kept Out of Sight

In the early days of the decanter program, responsibilities were assigned to top executives and a timetable was drawn. Jack Welsch, assistant national sales manager, was watchdog of the timetable and acted as communications center and co-ordinator for all activities.

Each man involved in the decanter work retired to his home, a hotel room or other spot of seclusion to untangle problems. Secrecy was no simple matter then. Even wives were kept out of the secret. As plans advanced, work was brought into the office—but always behind locked doors.

Major aim of the feverish activity was to complete the entire program, down to the smallest detail, before

breaking it to the trade. A decanter had to be designed and produced. Advertising copy and layouts had to be created and put into production. Sales plans, including meetings for distributors and their salesmen, had to be developed. Point-of-purchase promotion had to be designed and produced. Publicity campaigns had to be mapped and ready to go. Everything had to be ready on time—and nobody was supposed to know what Schenley was doing.

Decanter Design

Ernest DuPree, Schenley's packaging expert, designed the decanter. Men who made molds from the original design didn't know that it was a Schenley bottle that would emerge from their molds. Glass was purchased and decanters flowed out of the glass factory, but Schenley was never attached to any part of the activity.

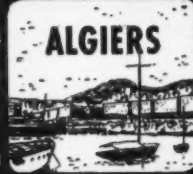
Key executives of Batten, Barton, Durstine & Osborn, Schenley's advertising agency, were brought into the picture. They took rooms in a hotel to work out copy and art for decanter advertising. Men whose executive positions had taken them away from copy writing for 20 years sat down at typewriters for this project.

Anticipating the possibility of advertising layouts being seen by outsiders, all roughs contained the I. W. Harper brand name. It was natural to see I. W. Harper in a decanter advertising, and no suspicion was raised. It simplified matters that I. W. Harper has the same number of letters as Schenley. This meant that I. W. Harper could appear in copy right up until it went into final production.

Serlis estimated that \$5 million in advertising and promotion and an additional \$3 million for packaging might have to go into the program. By the time the board of directors could be brought into the secret circle, almost \$3 million was committed. It was a bold step to take, to commit large amounts of cash and talent before getting approval, but Serlis made his mark with bold steps. His life reflects the speedy, on-target direction of his activities.

Oils burned long as a glass stopper was engineered for the decanter. Problems: How to allow for liquor expansions in the decanter; how to make the stopper tight; how to keep a cork seal from breaking or crumbling with use. The solution, worked out by Schenley: Design a hollow glass stopper to take up liquor ex-

(continued on page 50)



another advertising

SHOWCASE ON FILM from



PASSPORT *to adventure...*

for the whole family

BIFF BAKER, U.S.A.

FIRST RUN...available in over 120 TV markets!

- 26 half-hour films, already completed . . . produced in Hollywood expressly for TV
- Network quality at *local* prices
- A new and different *family* adventure series...without the conventional blood and thunder . . . safe and satisfying for the kids
- Full of overseas intrigue and color with Alan Hale, Jr. and Randy Stuart as an American husband and wife behind and in front of the Iron Curtain
- For local and regional advertisers — two young, fresh American stars to help merchandise products.

Check your nearest
MCA-TV office for first or
re-run availability and
private audition screening
TODAY!



MCA-TV
Ltd

NEW YORK: 508 Madison Avenue — Plaza 9-7500
CHICAGO: 430 North Michigan Ave. — DElaware 7-1100
BEVERLY HILLS: 9370 Santa Monica Blvd. — CRestview 6-2001
SAN FRANCISCO: 105 Montgomery Street — EXbrook 2-8922
CLEVELAND: Union Commerce Bldg. — CHerry 1-6010
DALLAS: 2102 North Akard Street — PRospect 7536
DETROIT: 1612 Book Tower — WOodward 2-2604
BOSTON: 45 Newbury Street — COpley 7-5830
MINNEAPOLIS: Northwestern Bank Bldg. — LINcoln 7863
ATLANTA: 611 Henry Grady Bldg. — LAmar 6750

FIRST IN A STRONG

FIRST AGAIN IN ADVERTISING GAINS

—43% of the total page gain for the entire field

PAGE GAIN OR LOSS	1st 8 months* 1953 vs. 1952
U.S. NEWS & WORLD REPORT	+ 109.96
FORTUNE	+ 113.50
BUSINESS WEEK	+ 90.98
NATION'S BUSINESS	+ 49.25
TIME	+ 39.93
NEWSWEEK	- 41.98

* Based on reports by Publishers Information Bureau.
1st 8 months for the monthlies, first 35 issues
for the weeklies.

FIRST AGAIN IN CIRCULATION GAINS

—A constantly growing demand for "Useful News
for Important People"

GAIN OR LOSS IN NET PAID ABC AVERAGE	1st 6 months 1953 vs. 1952
U.S. NEWS & WORLD REPORT	+ 105,739
TIME	+ 53,719
NEWSWEEK	+ 47,577
BUSINESS WEEK	+ 14,873
FORTUNE	- 4,228
NATION'S BUSINESS	- 17,193

Based on comparisons of Publishers' statements to the Audit
Bureau of Circulations.

FIRST AGAIN IN NEWSSTAND GAINS

—and distribution is restricted to the
blue-chip newsstands, about 25% of the total

GAIN OR LOSS IN NEWSSTAND NET PAID ABC AVERAGE	1st 6 months 1953 vs. 1952
U.S. NEWS & WORLD REPORT	+ 10,675
NEWSWEEK	+ 6,851
FORTUNE	- 2,680
TIME	- 10,782
BUSINESS WEEK	* —
NATION'S BUSINESS	* —

* No newsstand distribution.
Based on comparisons of Publishers' statements to the
Audit Bureau of Circulations.

NOW MORE THAN **645,000** NET PAID

A MARKET NOT DUPLICATED BY ANY OTHER NEWS

FIELD *for the third straight year!*

FIRST AGAIN IN SUBSCRIPTIONS DIRECT FROM THE SUBSCRIBER

—they buy without pressure, because they want it

PERCENTAGE OF SUBSCRIPTIONS
"BY MAIL DIRECT TO PUBLISHERS"

	1st 6 months 1953
U.S. NEWS & WORLD REPORT	84.5%
TIME	74.1%
FORTUNE	58.3%
NEWSWEEK	56.4%
BUSINESS WEEK	55.1%
NATION'S BUSINESS	0.3%

Based on comparison of Publishers' statements to
the Audit Bureau of Circulations.

AGAIN FIRST CHOICE WITH ITS READERS

—a non-duplicated
market for the
advertiser

93%	of U.S. NEWS & WORLD REPORT subscribers do not subscribe to	BUSINESS WEEK
92%	of U.S. NEWS & WORLD REPORT subscribers do not subscribe to	FORTUNE
90%	of U.S. NEWS & WORLD REPORT subscribers do not subscribe to	NATION'S BUSINESS
83%	of U.S. NEWS & WORLD REPORT subscribers do not subscribe to	NEWSWEEK
77%	of U.S. NEWS & WORLD REPORT subscribers do not subscribe to	TIME

Based on a 1953 reader survey, tabulated by
Benson & Benson, and confirming six
previous surveys.

AND—FIRST WITH YOUR "BEST CUSTOMER" GROUPS

FIRST as the news and
management magazine "most useful
to me in my work."

FIRST as the news and
management magazine "in which
I place the most confidence."

That's the way, in poll after poll
this year, the nation's outstanding
businessmen—high-income men of
responsibility and authority—
consistently cast their vote.

CIRCULATION
OR MANAGEMENT MAGAZINE

**U.S. News
& World Report**

*America's Class
News Magazine*

For more information on this important
market for approval for whatever
you have to say or sell to high-income
people of importance, call or write
our advertising office at
30 Rockefeller Plaza, New York 20, N. Y.,
or our other offices in Boston,
Philadelphia, Cleveland, Detroit,
Chicago, St. Louis, San Francisco,
and Washington.



All business is specialized

...and nothing specializes
on your business like your
business paper

This profit-wise peddler looks for the wettest crowds. His business is specialized. Like yours.

And like your business, this business paper of yours specializes, too. It packs into one place the current facts you want. It scouts out, sorts out, reports and interprets the specific news and information you need to keep posted and keep ahead in your field. Cover to cover, editorials and ads, it concentrates on bringing you specialized help you can't get anywhere else. Read it thoroughly ... and put it to work.

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a paid circulation paper that must earn its readership by its quality ... And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

Coming ...

How "Hard Goods"
Sales Methods
Sell Directory
Advertising Space

in Sales Management
December 15

One of a series of ads prepared by
THE ASSOCIATED BUSINESS PUBLICATIONS



pansion caused by heat in shipment. Use a fusion of plastic and cork to create a tight seal that can take repeated use without damage. Create a plastic duplicate of the glass top for bar use. (Top has a pouring spout.)

Advertising for the decanter, heaviest in Schenley history, is probably the greatest for a single brand in a single size ever created. Every avenue of promotion was included in the budget. In addition to heavy promotion and advertising in regular consumer media, advertising went into women's magazines (keyed to the beauty of the bottle), and corporation gift-giving promotion received an unprecedented share. The Negro market was another that received special attention. Originally estimated at \$5 million, advertising and promotion appropriations may pass that mark and creep up as the sales curve races to new heights.

"With our point-of-purchase displays we can make that decanter do everything but pop right out of the shelf at the customer," someone remarked in the early days of promotional planning. But he was wrong. Before long, a plastic replica of the decanter was combined with an animated device which actually popped the handsome bottle off a shelf out towards the customer. It is by far the most successful package store promotion devised by Schenley.

How to Break News

Among plans for launching the decanter program were scattered ideas about how to break the news to distributors. Ideas narrowed down into plans for a film to be shown to small distributor groups. A double-duty vehicle, the film, in color, had to drive home to separate sessions of distributor salesmen the importance of the promotion.

Four major points were highlighted in the film:

1. This year is a decisive one for Schenley. It is its "hour of decision."
2. Important motivation for every salesman is pride, and Schenley wants the pride that comes with not only knowing that you have the best product on the market but that you are number one in sales with that product.
3. The decanter bottle for Schenley Reserve is the element that will help gain first place for the product.
4. How to use the tremendous promotion behind the program to make Schenley first.

Opening with film clips from World War II and Korean War bat-

tle scenes, "This Hour of Decision," Schenley's meeting film, likened the decision to invest in a huge packaging promotion to major strategic decisions that brought victory to our armed forces. Narrated by a voice-of-doom announcer, the theme flowed from battle decisions which bring victory, to major decisions in industry which forge private enterprise ahead.

Ford Motor Co. was singled out as an example of a company that lost first place and is now back on the road to recapture its old position. Scenes from the Ford factory accompanied narrations which compared Ford's position to Schenley's. Native Dancer was brought into the film to strengthen the story of how a first-place position can be lost and regained, and to illustrate the pride that comes with the recapture.

Explain Secrecy

Serlis, Farr and Goldstein appear briefly in the film to describe the evolution of the decanter idea, explain the secrecy, stress importance of the promotion, and to point out the individual promotional pieces and advertisements that were ready to go.

Most scenes in the 45-minute film were made in Schenley's offices. In-store scenes were filmed in the visual training room where shelf displays approximate actual package-store views. Every performer in the film, aside from professional announcers and film clips, was a Schenley employee. Many of them didn't know what the film in which they appeared was about.

Filed by Bray Studios, Inc., New York City, the sound film took a month to produce. Ken Pearson, Schenley's merchandising manager, co-ordinated the script ideas and directed the film.

Beginning August 3, groups of distributors were brought into New York City for a one-day meeting. Between 30 and 50 men attended each session in the Waldorf-Astoria Hotel and none knew what was about to be disclosed. The secret had been airtight.

For two weeks, distributor principals arrived, met and left, and the last group had no more idea of what was in store than the first. Each group was asked to keep the secret.

Jack Welsch opened the Waldorf sessions. It was an informal meeting where distributors sat in easy chairs and doffed their coats. Sessions were staged by territories so that local problems could be discussed.

Serlis was then introduced to the assembled distributors. He explained

SALES MANAGEMENT

the philosophy of Schenley's aims. "We will do anything to get people to try our product, which we believe is better than anyone else's. But in selling our product we must never forget that the promotion is not more important than the product. Until you've sold the product you haven't made a sale."

Mechanics of making sales was the subject of Ed Farr's remarks at the closed-door sessions. One great value of the new package is the spotlight it puts on the sales story. As a sales message filters down from manufacturer to distributor, to distributor salesman, to dealer, to consumer, it loses a little impact at each juncture. "But this new package overcomes dilution of sales enthusiasm. You can't stray from the beauty and extra value of the decanter package."

Blowups of advertising pages with overlays for copy were used by Dan Goldstein to explain copy appeals. He showed how Schenley's past advertising was woven into the new copy and how the regular round bottle appeared in new advertisements to keep identity strong.

When, where and how distributors would get the new merchandise was covered by Jerry Sokolski, executive assistant to the president. His explanations about delivery and production problems were followed on the program by Josh Gollin, vice-president, industrial relations. Gollin introduced distributors to the methods salesmen were to use in presenting the new package. He showed them the new brochures—produced at a cost of \$8 each—which salesmen were to show to customers.

Red Velvet Pillow

Each salesman was to receive a red velvet pillow, Gollin explained. When the decanter was shown to dealers, it was to be stood upon the pillow—to emphasize the richness of the decanter. "Our superior package will help to dramatize the value of our product."

Next item on the agenda was lunch and cocktails, followed by discussions of local problems. After discussions, Schenley asked for orders. Optimistic sales goals were brought into the meeting by Schenley executives who worked for months on the program. Although they knew from the beginning that the program would be a success, they were amazed at results. Distributors didn't order optimistically—as sales targets were planned; they signed for almost twice as much merchandise as was estimated.

YOU'LL GET MORE ORDERS

*and you'll find selling easier,
no matter what your product—*

WITH THESE PROVEN METHODS

Here are the techniques used by the top-bracket salesmen—the rules of selling that **WORK**, no matter what product you are selling.

If you want to **BE** that enviable man, "the born salesman,"—the man that the customer *wants* to see, the man in the high income brackets—learn the rules in

SALESMANSHIP

by Richard L. Small

Here is a thoroughly sound, basic course in all aspects of selling—all fundamentals, all day-by-day details. In the down-to-earth terms most helpful to the man on the road, it shows you every step, from acquiring a good sales personality to closing a big sale. And it shows you how, by following certain simple rules, you can make selling **EASIER**.

You'll ENJOY selling

and do it better by using these tested techniques. You'll have the satisfaction of complete confidence in your own selling powers; the pleasure, not only of making more sales and more income from them, but of doing a job *you know you can do well*. You don't need a natural bent for it. This book shows you how to acquire that confidence and those selling skills which top salesmen have found so profitable.

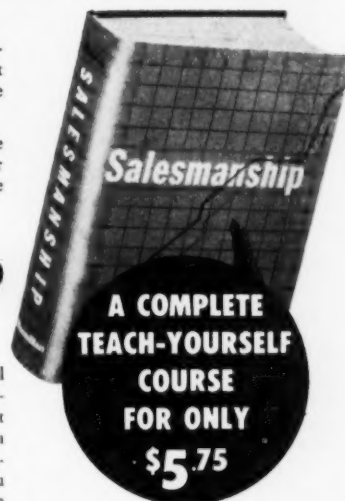
PROVEN METHODS

are given here by a man with years of successful selling experience. As New England Sales Manager for Continental Baking Corp., Richard Small trained hundreds of salesmen. In writing this book he consulted sales managers in many different businesses. He gives here **CONCRETE, SPECIFIC** examples to show how sales are made of all kinds of products from heavy machinery to interior decorating. You'll learn how to sell to retailers or wholesalers, how to sell to groups or to individuals of all types. And you'll learn how to make use of the total sales effort—the best ties of advertising, merchandising, and sales promotion aids with personal selling.

Whatever your line, you can be the No. 1 salesman in it. Let this practical, easy-to-follow book show you how

SEE IT ON APPROVAL

Use this coupon to get a copy on 10 days' approval. Try it out. If you aren't convinced that this book will help you make more sales more easily, you can return it with no further obligation.



*You can train and test
yourself*

Clear, simple rules, with practice exercises and test questions, show you how to develop skill in selling in your day-by-day work.

You can learn, for instance:

- Four steps that must be taken in any sale.
- Six ways to make your day's work easier.
- How to relieve tension.
- How to acquire the selling state of mind.
- How to make the buyer sell himself.
- How to anticipate a "block" in selling and get around it.
- How to make a quick analysis of a customer and choose the best way to get his interest.
- How to change the pace in a lagging sale.
- How to make competition an advantage to you.
- The best ways of closing a sale.

and hundreds of other details that all contribute to successful selling.

THE MACMILLAN COMPANY,
60 FIFTH AVENUE, NEW YORK 11, N. Y.

Please send me a copy of **SALESMANSHIP** by Small. I will either remit the full price of \$5.75 plus a small delivery charge, or return the book in 10 days. (SAVE—send check or money order and we pay postage.)

Signed _____

Address _____

(This offer good only within the continental limits of the U. S. A.)

★ A 25% Increase in Circulation



50,000

GUARANTEED

WITH THE

JANUARY • 1954

ISSUE

MORE COVERAGE IN A GROWING INDUSTRY

The Restaurant Industry is the nation's fourth largest business and GROWING! It now consumes 25% of all the foodstuffs produced in America.

"I have found most restaurant operators throughout this country keenly aware of the great fields before us. It has been predicted that our business, which in 1950 was the staggering sum of 13 billion dollars, would double in the next ten years. Fantastic as it may seem, our business has quadrupled since 1930, and most astounding is the fact that the latest figures show that in 1951 our business increased from thirteen to fifteen billion dollars, the unbelievable sum of 2 billion dollars, in one year. It is possible that today this figure may be 16 billion dollars. No other industry in our country can show such an increase."

From a keynote address delivered by J. Fred Vollmer, president, National Restaurant Association, at the 34th Annual National Restaurant Convention and Exposition, Navy Pier, Chicago, May, 1953.

COVERAGE WHERE IT COUNTS IN ANOTHER FAST FOOD OUTLET

GROWING with the industry is the industrial restaurant. It has become an important part of the commercial feeding market. In this outlet food sales are placed at 463 million dollars annually according to a National Restaurant Association estimate.

The majority of the 10,000 increased circulation will be in the industrial restaurant market and will also include the industrial caterer.

The balance will be in other larger fast food operations with particular reference to increased drive-in coverage.

★ **Advertisers Will Receive This Additional Circulation As a Bonus Through The March 1954 Issue On Contracts Received By the End of This Year.**

For 1954, space rates go up only 12½% in the face of a 25% uppage in circulation.

10% LOWER ADVERTISING COST

Even with the rate increase the cost per thousand of circulation has been reduced.

RESERVE SPACE NOW

Reserve for every month of 1954 so you will have consistent sales promotion in this fast-growing, lucrative, specialized market. By so doing you will also receive 30,000 bonus circulation at the old rates in the January, February and March issues of 1954.

FOUNTAIN & FAST FOOD

386 FOURTH AVE.
NEW YORK 16, N.Y.



...an expanding magazine to serve and sell an expanding market.



Distributors not only had to keep the secret from succeeding distributor attendees, they had to keep it from their own sales forces. Special sessions were planned for distributor salesmen.

After distributor meetings and meetings for Schenley's field force—under the tutelage of Jack Hornsby, national sales manager—Schenley executives made a whirlwind tour of the country to stage meetings for wholesalers' sales forces. Within a week, 40 of these meetings were held.

The same enthusiasm seized salesmen. They knew nothing of the promotion until the meeting broke the story. While salesmen were in session, arrangements were made to deliver red pillows and presentation brochures to their offices.

Surprising records were set in salesmen acceleration. Immediately after the meeting in Los Angeles (10:30 P.M.) a distributor told his men to meet him in the hotel lobby. From the hotel they went back to the office to get their promotional kits. By the time the office opened for business next morning, one salesman was in with a bulging order book. He had worked the night before, as long as stores were open, to make calls.

In New York City, one salesman set a record with 51 calls between 8:30 A.M. and 12:30, the following morning. He would have kept going but his car broke down. Of the 51 calls, he entered 50 orders in his book.

Some select stores that never handled moderate-price brands broke the rule when they saw the decanter bottle. Even bartenders happily poured from decanter bottles although round bottles are traditionally easier to handle. The new package had appeal for everyone.

Distribution Speedy

"Most amazing part of our entire program was the speed of distribution," says Farr. "Three weeks after the decanter entered the Michigan market, 92% of all bars had decanters. In Pennsylvania, 97% of all bars had decanters after three weeks."

In package stores, a similar distribution miracle was noted. "Dealers have to make special room on their shelves for the decanters," Farr points out. "It's extra work and bother, but just about everyone seems to think it's worth it."

Spot checks in every section of the country indicate that Schenley's sales are making a hodge-podge of statistics. In Denver, Schenley sales during 20 days of September were 700% higher than for the same period the

year before—and September is just the beginning of the big sales wave that reaches its peak in December. One store in San Francisco sold as much Schenley Reserve in one month as the whole city bought all last year.

A dealer in New York City who bought 150 cases of Schenley Reserve for last gift season has already ordered 900 cases this year. Self-service stores in California that have liquor departments are enjoying a bonanza. Women are caught by the beauty of the decanter and the popular price.

Prices for the decanter bottle vary little from state to state. It is a fair-traded item in states that have fair-trade legislation. Prices are based on a standard markup after freight is added to the FOB distillery price. Because the decanters came from distilleries in Indiana, Pennsylvania and California, prices are close in all states.

Most difficult markets to move promotionally are the "monopoly states"—where states operate package stores. Yet, the decanter promotion has fired imaginations of state officials. Until this year, Maine, New Hampshire, Vermont and Oregon—monopoly states—would not handle decanters at all. Now they do.

Round Bottle Sell?

There is no question of the value of a standard blend in a handsome package. It could not help sell better. But what of the old bottle? Will it sell more after the decanters leave the holiday-decked shelves of package stores?

Schenley is sure it will. It has bet millions that it will, and has evidence on hand to prove its conclusion is sound. "Our half pints, pints and quarts in regular bottles are moving better," reveals Farr. "Even our fifths in round bottles are selling well. Some people admire the decanter bottle but want the round bottle for easier handling."

While Schenley watches sales it casts eyes at the next problem: What to do to hold the gains? Competition won't sit still and Schenley is quick to admit that it has no monopoly on promotional genius. Schenley is out to capture the switchers—people who tire of a brand and seek a new one. It hopes to convert them to Schenley with the decanter as the come-on. It hopes to trade up customers from cheaper whiskeys, too.

Schenley knows that 41% of all whiskey is purchased during the September-December period. If it can capture a strong first place this season, can it romp home a winner all year? Schenley bets it can. **The End**

Moving? Call...

Your **ALLIED** agent



no.1 specialist in packing!



(moving and storage, too!)



Packing is an art that your Allied Agent has developed through years of experience. He has specially designed containers and padding materials to assure the safest handling of all household goods.



FREE Booklet to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.

How Many Accounts Can



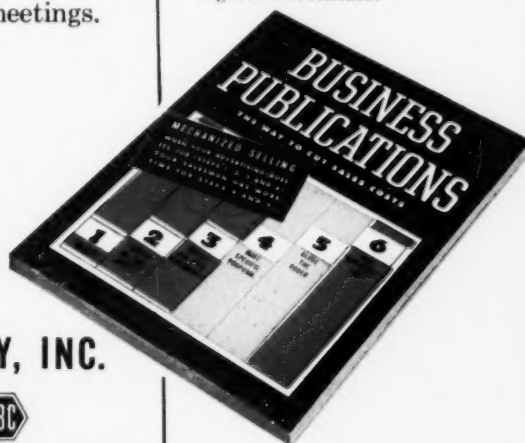
Your Salesmen Handle?

Actually, the question is full of variables. To find the answer, start by deducting weekends and holidays . . . plus time spent traveling, waiting for interviews and doing office work. Then make allowance for the average of three persons per plant who must be "sold", and for the number of contacts per company per year.

When you have the answer you'll realize why the average industrial sales call costs \$16.31. No salesman should be expected to spend valuable time "bird-dogging" for prospects when you can contact thousands of them in the business publications they read for help with their jobs, at pennies per call.

Use Business Publication Advertising as a sales tool to increase the salesman's calling power. Just as high speed machines cut manufacturing costs, business paper advertising cuts sales costs. It "mechanizes" the first three steps of a sale and lets the salesman concentrate his valuable time and talent on the important job of making the proposal and closing the order.

Ask your McGraw-Hill man for our 8-page leaflet, "How Many Accounts Can Your Salesmen Handle?" Also about our new sound-slide film . . . "Plateau of Progress" which is available for showing at sales and management meetings.



HOW "MECHANIZED SELLING" HELPED INCREASE SALES OVER 500%

When Hercules Powder Company introduced toxaphene—a basic material for agricultural dusts and sprays—an intensive advertising program with two objectives was initiated. Advertisements were run in a selected group of business publications to encourage insecticide manufacturers to use toxaphene in their formulations. Advertisements in farm publications created an awareness of toxaphene's values among farmers. This two-fold campaign was supplemented by billboard, newspaper, and radio advertising.



RESULTS: Annual sales of toxaphene-based insecticides jumped from 30 million pounds to over 150 million pounds in three years. Toxaphene is now being used in nearly all formulations of agricultural organic insecticides.

McGraw-Hill PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION

NOVEMBER 20, 1953

Victor Abandons Straight Commission For Salary Plus Incentive Pay

Base pay cuts out the worries that come with widely fluctuating income. A sliding scale of commissions applying to all volume over \$1,500 a month encourages each man to fight hard to get into the higher-percentage income areas.

Has a higher degree of competitive selling tended to separate the salesmen from the boys? If not, then what's all this "incentive plus security" talk about?

Whether or not the "snap" days of selling are over, most industrial sales executives hear increasingly from the men in the field about "security." Checking Webster, these sales executives learn that it means "freedom from danger, risk, care, poverty or apprehension."

Self-evaluation follows, and they ask: "Are we giving our men a 'fair shake' today, with freedom from these worries?"

The Victor Adding Machine Co., Chicago, conceived a plan late last winter which drew enthusiasm from the sales force. It became one of the first manufacturers in the business machine industry to build a sounder foundation among its field salesmen by offering "freedom from insecurity."

Victor's new compensation plan, which went into effect last February, provides for a weekly base salary plus incentive payments on all volume over \$1,500 a month. These commissions range from 5% to 25%, on a sliding scale basis. The program is accomplishing its two objectives, according to A. F. Bakewell, vice-president in charge of sales by (1) eliminating worries on the part of those who must live on straight commission earnings, and (2) providing opportunity for Victor salesmen to earn commissions in proportion to their sales efforts.

The ball started to roll early in the year when branch managers began to ask company management to blueprint a suitable plan for their men, other than the long-existent straight commission payments. Bakewell consulted with Victor's sales training director, Lloyd Allon, and with Ed Darning, in charge of sales personnel relations (including the employment of new salesmen).

What they came up with was a

sound plan which was well-received by the salesmen at one of their weekly sales meetings. It appealed to the older men because they had the opportunity of staying with the old straight-commission plan, or of coming over to the salary side. Newer salesmen who hadn't yet wet their feet sufficiently in the office machine field liked the plan because of the security angle: "My wife can now work up a minimum budget."

The company learned that the older segment of its sales force was made up of aggressive individuals who had always done well on straight commission, and that they were not too interested in further security. It appealed to the younger element who were just starting families, buying homes and cars; and it made the Victor offer more attractive to new prospects for the sales force.

Another immediate benefit obvious to the men was that, where there had never been paid vacations as such, now they could have one week paid after three years' continuous service, two weeks after five years with pay based on salaries.

By June, Victor sales executives asked: "Is the new plan paying off?" They learned the answer by the end of that month when the annual "President's Month contest" ended. With the added incentive, men in the four regional districts (North, South, East and West), plus 200 company salesmen working out of 30 branch offices in major cities, went all-out to make June, 1953, the best "President's Month" ever. Through their 500 exclusive dealers and 4,000 non-exclusive dealers they succeeded; they brought their company up to 18.28% of industry sales, and unit sales up to more than 22% of the industry.

Here's the plan that sparked the Victor salesmen, who sell what some term "a product entirely without glamor."

While the men's base salary is paid weekly, additional earnings are payable after receipt of a final branch monthly sales summary showing net sales for each salaried employee. Checks for additional earnings, which are issued immediately from the home office, depend on monthly net sales and on the bracket in which net sales apply as shown in the following chart. No additional checks are issued during any month for salaried salesmen.

Victor allows a travel allowance up to \$50 a month for territories in which the salesmen have been earning 22½% in straight commission. Payment is made by the home office against receipt of a travel expense report from the branch. The company

Extra Incentive Program for Salaried Salesmen For net new or demonstrator sales in any one month:

From \$1,500 through \$1,999 —		5% additional on sales over \$1,500	
" 2,000 "	" 2,499 — 10%	" " " " "	" " " " "
" 2,500 "	" 2,999 — 15%	" " " " "	" " " " "
" 3,000 "	" 3,499 — 17%	" " " " "	" " " " "
" 3,500 "	" 3,999 — 18%	" " " " "	" " " " "
" 4,000 "	" 4,499 — 19%	" " " " "	" " " " "
" 4,500 "	" 4,999 — 20%	" " " " "	" " " " "
" 5,000 "	" 5,499 — 21%	" " " " "	" " " " "
" 5,500 "	" 5,999 — 22%	" " " " "	" " " " "
" 6,000 "	" 6,499 — 23%	" " " " "	" " " " "
" 6,500 "	" 6,999 — 24%	" " " " "	" " " " "
7,000 and up — 25%		" " " " "	" " " " "



Circulation and advertising lineage figures of The SEATTLE TIMES for the first week of publication following its 95-day strike were in excess of the last full week of publication during July, 1953. The Seattle Times is still Seattle's top advertising medium.



In Every Market
ONE
Newspaper is

TOPS

In Seattle
it's *STILL* The
Seattle
TIMES

The Seattle Times
SEATTLE'S ACCEPTED NEWSPAPER

Represented by O'Mara & Ormsbee, Inc. • New York • Detroit • Chicago • Los Angeles • San Francisco

NOVEMBER 20, 1953

"This is the kind we make for the Growing Greensboro Market!"

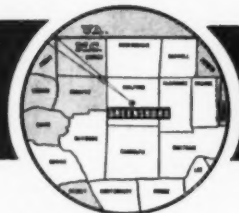


EVEN IF YOU USED A GIANT-SIZE flashlight like this one—you would find no brighter spot in the nation's market picture than the Growing Greensboro ABC Market in the South's No. 1 State! . . . Here, for example, 1/6 of North Carolina's people account for 1/5 of the total retail sales in the state — a figure just a whisper away from \$3-billion in 1952 . . . If you are interested in making sales in a market where people account for more than their share of the state's total retail sales — you'll get top returns from your advertising dollars in the Growing Greensboro ABC Market, via the 100,000 daily copies of the GREENSBORO NEWS and RECORD . . .

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

believes that such territories should be kept to a minimum and should be created only after approval of the regional manager and the home office.

Other new factors:

1. Bonus arrangement is discontinued for salaried salesmen.

2. Former additional commission credit for rentals, used machine sales, maintenance agreements and machines brought in for estimate is discontinued.

3. The "tip" commission—a 5% commission given to any Victor employee who turns in a lead which results in a sale—continues to be chargeable to the salaried salesman. The branch manager sends a memorandum to the home office attached to the monthly sales summary showing such deductions, and the amount involved is deducted from the "extra incentive" earned by the salesman.

4. Over-allowances, discounts, chargebacks, etc., are not deducted from "extra-incentive" payments. Sufficient allowance has been considered in these agreements for the branch office to absorb such charges based on present basis of operation without changing any procedure now in effect in the branch, particularly on over-all allowances or trade-ins.

5. When a new salesman becomes a member of the Victor Employee's Security Fund, deductions of 3% from salary and extra incentive payments are made for Fund purposes until a maximum of \$144, based on 3% of \$4,800 has been reached.

Unchanged Factors

There were no changes made in other benefits regardless of change in terminology from "Commission" to "Salary." Employee benefits for salaried people in the home office or in the branches, do not apply to salaried salesmen.

Factors Victor did not change:

1. Present system of order handling by the branch offices.

2. System of order handling by the home office.

3. Sales register, salesmen record of commissions and branch record of commissions.

4. Commission statement, issued monthly. This is for the information of the branch and not for the salaried salesman. It shows salary,

credits and debits and extra incentive payments. Increases or decreases in debit balances are charged or credited against debit balance expense on the branch operating statement.

Credit balances, after incentive payments have been charged thereto, represent a reduction in commission expense to the branch. During the year, however, no credit is given on the branch operating statement for these credit balances, but they are shown on the final statement for the year. When a salesman leaves with a credit balance on his memorandum commission statement, the balance is held until all accounts have cleared, at which time any credit remaining will be entered in the branch commission expense account.

Salaried salesmen are not responsible for any debit balance. This responsibility falls to the branch office for control.

Demonstrator sales are considered new machine sales and are included in the monthly sales report. These sales are entered on the sales and commission registers at the full list price. However, commission is figured at the net or discount price.

Victor's "incentive plan" covers a full month's operation, starting the first day of each month. **The End**

Your BEST way to help Your BEST DEALERS

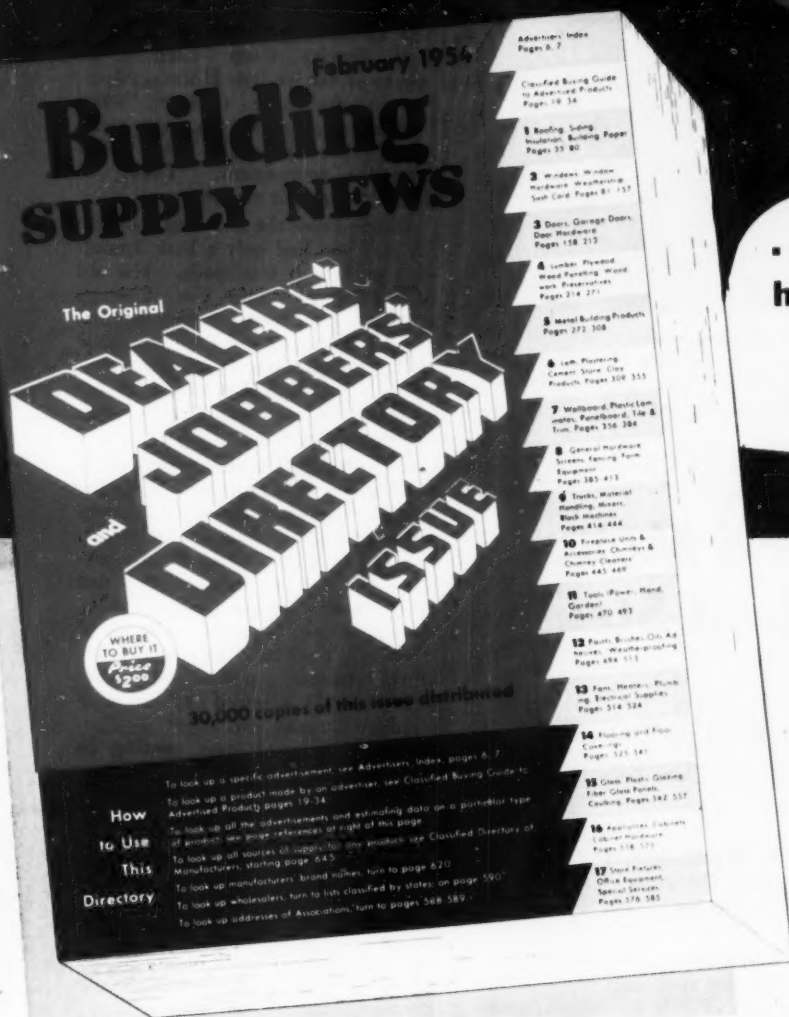
SELL MORE

in 1954 . . .

**... is to make sure they
have complete informa-
tion on your product
always at their elbow.**

That's the job BSN's *original* dealers' and jobbers' reference issue will do better, more economically and more certainly for you.

- A total of 80,000 lumber and building material dealers, wholesalers and their sales personnel use BSN's reference issue continuously. Distribution in excess of 30,000 copies.
- Dealers and wholesalers voted 3 to 1 that BSN's Dealers' and Jobbers' Directory Issue is their *preferred reference* book of building products data to help countermen and salesmen answer customer questions.
- Dealers tell us they use the BSN Directory not only as a reference book for product data, but also as a text book for training their sales personnel. That's why adequate space in this issue is the biggest sales help you can give your own salesmen, too!
- Closing date January 2, 1954.



In 1954 — the year of BIG competition — dealers and wholesalers will need to be better informed and better equipped to do a better selling job. The BSN Directory is the place for manufacturer, wholesaler and dealer to get together. Make your plans to take full advantage of this unparalleled buying and selling tool.



BUILDING SUPPLY NEWS



5 South Wabash Avenue • Chicago 3, Illinois

ALWAYS THE FIRST MERCHANDISING DEALER PUBLICATION



FROM SKOKIE, ILL., salesmen call 21,000 customers in 48 states. Before a new man starts to sell he must read Frank Bettger's *How I Raised Myself from Failure to Success in Selling*. And he pastes a postage-stamp size photograph of himself next to his signature on letters so customers will know him as a person, as a voice from Skokie. Here's the story of . . .

Sold by Phone and Mail: \$7 Million Worth of Steel

"Voice-to-voice" selling, backed up with a barrage of direct mail, moves 36,000 tons of steel a year for Rolled Steel.

An interview with SEYMOUR WALDMAN
President, Rolled Steel Products Division
Emergency Steel Service Corp.

What is probably the most contented group of salesmen in the world? It's a group that can sell over the long distance telephone, and yet make a good living, and go home to the family every night.

Does such a marketing Shangrila exist? It does, at the Rolled Steel Products Division, Emergency Steel Service Corp., Skokie, Ill. The 'phone bill: more than \$6,000 a month. "And yet," says Seymour Waldman, president, "the telephone bill is not as large as if we were to maintain our 12 salesmen out on the road. It is a better life for them right here, and they appreciate it."

But what about the benefits of personal contact? "This is achieved by meeting purchasing agents and talking over mutual problems at their conventions. They get to know us that

way and our men keep the personal touch very evident in every piece of correspondence. Every man has sheets of 'postage stamp' pictures which he sticks alongside his signature."

Waldman feels that the telephone method has an advantage over personal calls in many respects: "Since most of our business is in medium-size and small towns, places where competitors send their men every six months or so, we can talk to these customers every day." Apparently the "voice-to-voice" method is working, for the 'phone salesmen are moving 36,000 tons of rolled steel every year, with 1953 sales totaling more than \$7 million, to a list of 21,000 customers who manufacture everything from toys to locomotives.

Any manufacturer using steel in his operation is a potential customer.

The men sell by telephone in all 48 states, with heavy business in Texas and Oklahoma, but with the tight market confined to areas closer to Chicago.

Since Waldman's company is not a manufacturer of steel, his source of supply is puzzling to the uninitiated. The fantastic growth of Emergency Steel Service Corp. since 1946, smacks of the modern Horatio Alger. As an ex-combat engineer, "Sy" Waldman, as a veteran, was given priority to buy surplus steel sheets from the government. Today, of course, he gets it elsewhere.

Did he know the steel business? He did not, and had only a basic knowledge of how it was made. His old boss at John Plain Co., Chicago wholesale mail order house, advised him to "get into steel." As a babe in the woods, Waldman wrote letters to steel companies asking for literature, and took out library books covering the subject.

From his \$25 a month desk space in a Loop office building, Waldman sent out letters to users of steel, names gleaned from a mailing list he bought. He reasoned that with all the surplus steel the government had tied up in warehouses and various mills, there must be "somebody who needs it and can't get it." Buying priority of the veterans and their allotments were actually decided by drawing numbers out of a hat.

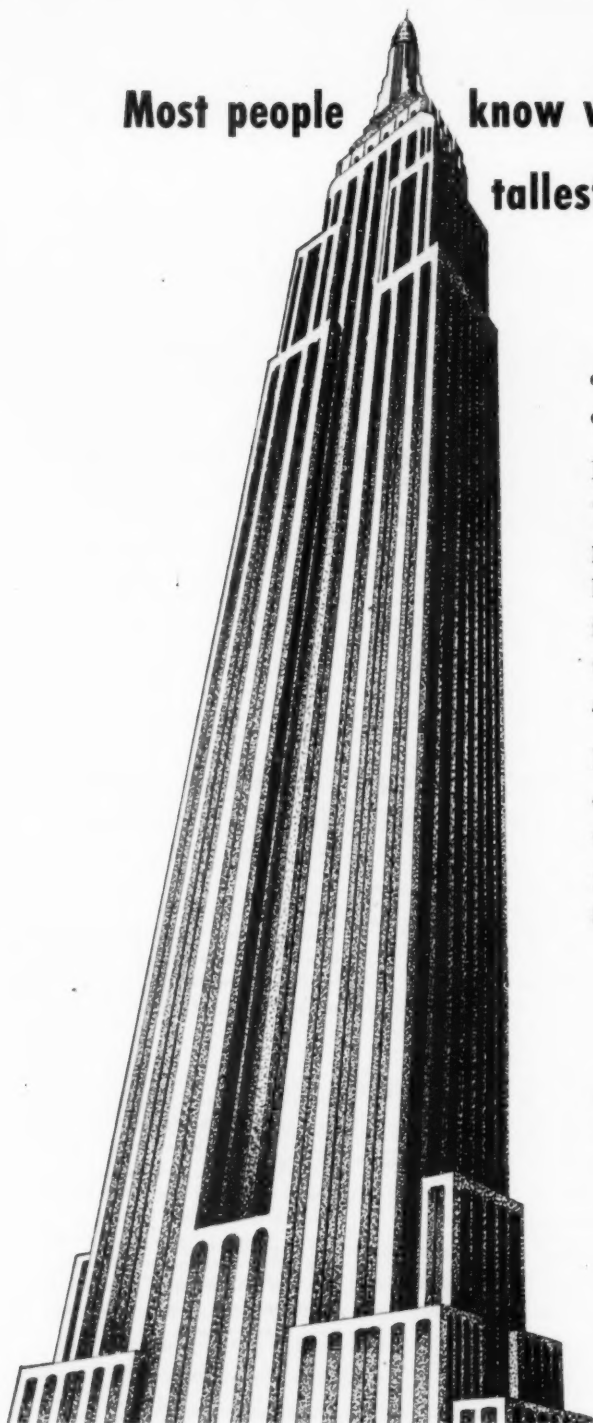
"At that time, price quoting to prospective customers was a comparatively simple thing," Waldman says, "because the OPS was still in existence. It was just a matter of sending mimeographed letters and price lists. Letters, I might add, all 6,000 of them, which I licked and stamped myself—until I happened to see a machine for public use down in the Old Post Office which would do the distasteful job for me."

Late in 1947 the government deal began to peter out for steel buyers, and Waldman had to look elsewhere for his steel. Inquiry revealed the fact that many people in the industry had established steel warehouses but lacked sufficient selling organizations to dispose of all they were then able to get. Waldman also found that many manufacturers were willing to sell to him because model changes (in autos, refrigerators, etc.) had made their stock of steel sheets obsolete.

Rolled Steel Products still gets most of its raw metal from manufacturers' surpluses, has it shipped to the Skokie plant, and trims the rolled steel sheets to customer specifications.

By the end of his first year of operation, Waldman had realized:

**Most people know where to find the
tallest building in the world . . . but**



do they know where your authorized dealers
can be found?

National Trade Mark Service in the
'yellow pages' of telephone directories is the
perfect link between your advertising and
local outlets. Your trade-mark or brand name
is displayed and the names, addresses and
telephone numbers of your dealers
are listed under it.

Do you want to be sure that prospects
can find where to buy your products . . .
that your dealers get more business from
your advertising? National Trade Mark
Service in the 'yellow pages' is the answer.



Why not call your telephone business office for full details or see Standard Rate and Data (Consumer Edition)



IF SALES MEETINGS ARE



Here's How Meeting-Site Service Works To Solve Your Hotel Selection Problems:

1. Send your request to *Meeting-Site Service* for a list of hotels that can handle your meeting. Indicate size of your group, geographic area or sites you prefer, type of hotel (resort or metropolitan) and what special facilities you require (visual aids, stage, golf course). Any details about your meeting needs that might aid in screening hotels should be listed. You may use the standard request form (right) if you are planning a single meeting, or submit request with complete needs outlined in the letter if more than one meeting is planned.
2. *Meeting-Site Service* will screen its file of over 700 convention hotels to select those that have the facilities you require. (Complete facilities records on all leading convention hotels is kept up to date by SALES MEETINGS.)
3. Open dates can be checked for you, if you so desire, to determine whether hotels with facilities you need can handle your meeting during the days you specify.
4. Sites for company shows or exhibit tours can be listed for you by *Meeting-Site Service*. Whether you require a hotel ballroom, complete floor of a hotel or a major convention hall or auditorium, complete facilities facts can be made available. Lists of display builders and decorators to handle your exhibits, or agencies to supply entertainment or models can be supplied at your request.

For complete MEETING-SITE SERVICE fill out and mail this form

GIVING YOU PROBLEMS...

Call on MEETING-SITE SERVICE

New FREE Service for Sales Management Subscribers

DESIGNED TO SAVE EXECUTIVE TIME, EFFORT AND TEMPER IN SELECTION OF HOTEL SITES FOR MEETINGS AND EXHIBITS

There's a steady trend toward more and smaller sales meetings in sales territories. This creates problems in meeting-site selection. Most meeting planners are not familiar with all the facilities in hotels across the country that can adequately serve their needs. Until recently, meeting planners never had to consider many sites. Now with more meetings to plan in more places, they need accurate facts on the better hotels. To assist meeting planners to find the hotel facilities they require, SALES MEETINGS, Part 2 of SALES MANAGEMENT, has set up a special service desk to handle meeting-site inquiries. Meeting-Site Service, upon request, will send you a list of hotels in any city or area of the United States, Canada, Mexico, West Indies or

Hawaii, that have the facilities you seek for your next sales meeting or series of meetings. This service is available to SALES MANAGEMENT subscribers (or other executives in charge of meetings in subscriber companies) only, at no charge. Many subscribers have requested information on convention hotels—not available from any other source—and have found facts from our files of immeasurable help. Because the volume of requests for hotel information has grown, Meeting-Site Service has been created. Open dates, rates and special facilities available can be sent to you on the hotels that have what you seek for your sessions.



A PART TWO OF
Sales Management

Mail this form to →

MEETING-SITE SERVICE

Sales Meetings

1200 Land Title Bldg., Phila. 10, Pa.

Please send a list of hotels having facilities we require and other data as indicated below.
I understand there is no cost or obligation on our part for this service to subscribers.

(If data required for more than one meeting, give details in letter.)

We prefer to meet in (city or area) Dates 195..
Attendance will be We prefer ☐ Metropolitan Hotel, ☐ Resort Hotel.
No. of bedrooms required: Single, Double, Twin, Suites For how many nights?
No. of meeting rooms needed; capacity of largest Exhibit area required: sq. ft.
Our meeting will include a ☐ Breakfast ☐ Luncheon ☐ Dinner or Banquet ☐ Cocktail Party
Sports or recreational facilities required:
Could use help with ☐ Entertainment ☐ Films ☐ Visuals ☐ Exhibits ☐ Transportation.
Additional facts about our needs:

Send facts to:

NAME TITLE
COMPANY
ADDRESS
CITY ZONE STATE

1. You can successfully sell via the telephone and direct mail.

2. He sold more than \$150,000, besides finding time to earn a B.S. degree in Commerce at Northwestern University.

With sales now topping \$7 million, with an even higher figure for 1954 estimated, Waldman is now convinced that by teaming up the two factors—telephone and mail—an economical and dramatically effective sales tool can be utilized. "We do a heavy job with direct mail," he says, "to supplement the long distance calls our 12 salesmen make every day. By and large these mailings are con-

fined to listing good buys or bargains in rolled steel. Rolled Steel sends out 60,000 pieces of mail a month. Postage: up to \$2,000 a month.

"After the government stopped selling steel to buyers, we had to import a considerable amount from Europe, but when the domestic supply increased, our own American mills looked for more outlets and sold to us. Thus we were able to offer our own customers better buys."

Rolled Steel Products has divided the country into sectional sales territories. Each area has its own file of steel users and data about them. A salesman will call a customer and say, for instance, "I notice in your file that you use a particular gauge steel, and we now have your size. It's getting to be warm weather and your air conditioner market is bound to increase."

A Good Salesman

All salesmen are cautioned about unnecessary conversations on an expensive call, but are not held back from getting in all good sales licks no matter how long it takes. The men are sometimes put on the spot, though, by certain customers back in the hinterlands who are always flattered that a Chicago steel company should call them. These customers gab while the men sweat and keep one eye on Scott Burton, the sales manager.

Burton, incidentally, was once a shoe salesman who went to work at Century Steel, came to Waldman's firm along with Irwin D. Harris. The latter joined Rolled Steel Products in 1949 as partner and vice-president.

What makes a cracking good salesman for telephone work? "Our most successful men are strictly extroverts," Waldman admits. "Above all, they must have the ability to get enthusiastic over the telephone, to have a friendly aggressiveness which the customer can recognize as helpfulness. It is difficult to find the right type of man."

All men are hired on a 90-day trial basis, and before they start to work, Waldman makes them read Frank Bettger's book, *How I Raised Myself from Failure and Success in Selling*, the very meat of which is enthusiasm. The men have three months to move steel.

"In this competitive period of selling," Waldman avers, "our low cost sales method is only as effective as the salesman is, so we've got to have men with not only a sales personality

but a telephone sales personality!"

All men are seated in a general sales office, three walls of which are blackboards. All inventory appears on these boards, enabling the phone salesmen to determine the availability of an item in an instant. Rolled Steel Products' men all work on salary and commission which offers them security and incentive without the legwork.

The company does a tremendous amount of business in galvanized steel, since it is located in a zone where many heating plant manufacturers and makers of poultry and other farm equipment are located. The sales force devotes many telephone calls to these people who provide a lucrative market.

While Rolled Steel Products does a modest amount of business paper advertising—*American Metal Markets*, *The Iron Age* and *Chicago Metalworker*—the greatest part of public contact with the written word comes with direct mail.

Waldman feels that, basically, one factor led to the company's rapid expansion. "We expanded because we were able to realize where we excelled and where we did not. We gained an advantage in the early days of what we had to offer—a hard-to-get item. Today, there is plenty of steel, but we are now using our ability to sell it at lower cost because our telephone operation requires lower overhead."

He is convinced that another advantage lies in the fact that they are able to carry a smaller inventory, resulting in a smaller markup, and the ability to secure almost any type of steel the customer might need. As in any other business, the rate of turnover is an important factor in running a profitable business.

Understandably, "telephonitis" is an unknown occupational disease at Rolled Steel Products. **The End**

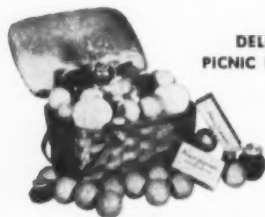
Straight from Sunny Florida!

THERMAL BASKET,

packed with luscious fruit, delicacies! Gay as a Highland Fling, it keeps foods & beverages hot or cold for hours... arrives crammed with tree-ripened oranges, tropical jellies, candy and stuffed dates on a snack dish of hand-carved Haitian mahogany. Gift No. D-1: Red Plaid 14-qt. Thermal Basket. Prepaid **27.95**



DELUXE PICNIC BASKET,



with choice fruit and tropical treats! Coconut patties, pecan roll, a whole crystallized orange, 6 favorite jellies, lots of oranges and grapefruit. Sturdy, 2-handled woven basket is ideal for picnics, shopping. Gift No. D-10. Prepaid **12.95**

ALSO Gift No. D-21, 1/2-Bushel Basket of oranges, grapefruit, or mixed; about 27 lbs. Prepaid **4.95**

Gift No. D-20, Full Bushel Fruit, as above; about 55 lbs. Prepaid **7.75**

ORDER NOW for Xmas delivery! Mention gift number and send check or money order. Many other gifts from \$1.50. Write for free catalogue.

THE CORNUCOPIA

Dunn and Dean of Florida, Inc.

3139 Commodore Plaza, Coconut Grove, Fla.

DG-D-3

Coming . . .

Canada's Gains Far Greater Than U.S.A.'s

An analysis of newly-released Census data on Canada's population and retail sales.

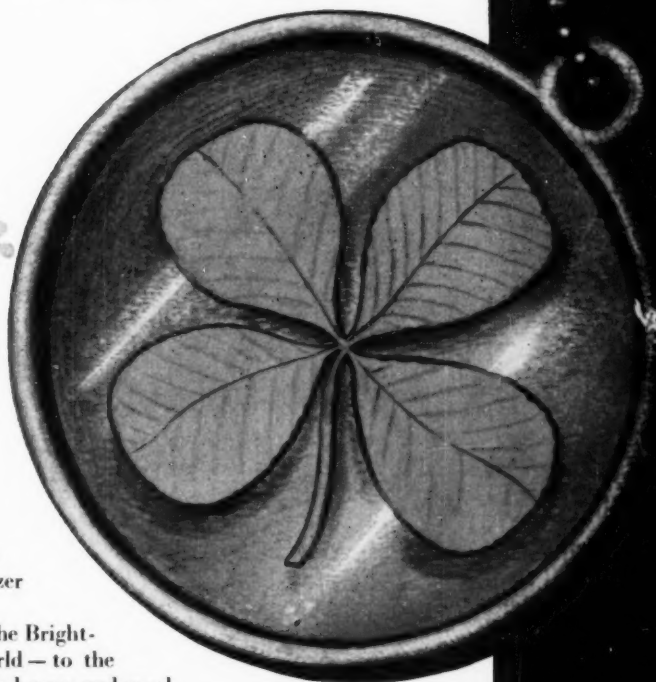
**In Sales Management
December 1**

Make every day your Lucky Day

with Switzer

DAY-GLO®

Daylight Fluorescent Colors



● When you add the proven power of Switzer DAY-GLO Daylight Fluorescent Colors—the Brightest Colors in the World—to the impact inherent in good copy and good illustrations, your advertising just can't miss!

Because Switzer DAY-GLO Daylight Fluorescent Colors are so much brighter—visible so much farther than the brightest of ordinary colors—they'll make all your sales and sales promotion pieces more effective, more profitable.

Make every advertisement a good luck piece—make every day *your* lucky day with Switzer DAY-GLO Daylight Fluorescent Colors!

SWITZER BROTHERS, INC.

"The First Name in Fluorescent Colors"

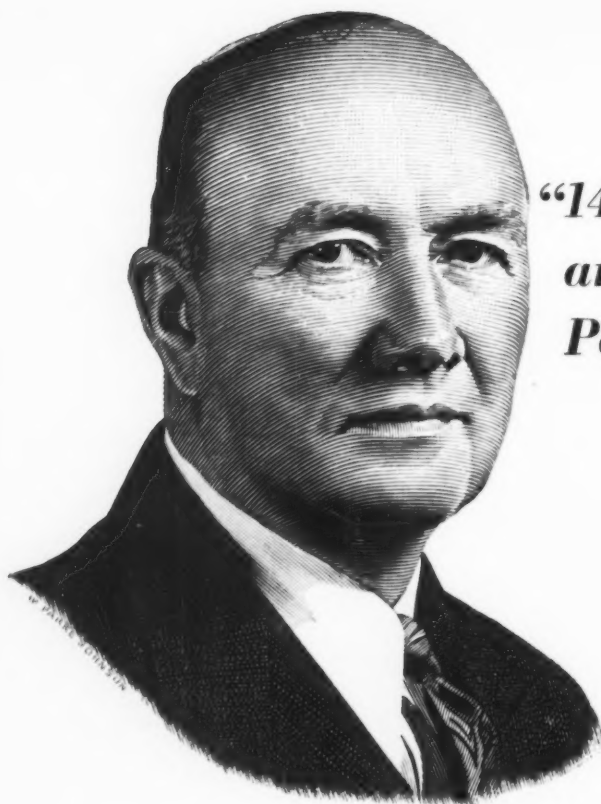
4732 ST. CLAIR AVENUE



CLEVELAND 3, OHIO

May we show you what Switzer DAY-GLO will do for your billboards, transit ads, displays, direct mail, magazine inserts, labels, point of purchase, packaging, posters, streamers? Write today for your free copy of the new Switzer DAY-GLO Color Guide!

Registered—DAY-GLO Reg'd 101



***"144,000 of our employees
are enrolled in the
Payroll Savings Plan"***

C. F. HOOD

President, United States Steel Corporation

"The response of our employees to the Payroll Savings Plan for U. S. Savings Bonds is dramatic evidence of their conviction that Freedom is Everybody's Job. We are proud of their outstanding record in saving systematically in "E" Bonds, in thus adding to their financial independence as they give effective support to the nation."

Mr. Hood and his associates may well be proud of the Steel Corporation's Payroll Savings figures:

- 144,000 men and women of U. S. Steel are enrolled in the Payroll Savings Plan—an over-all employee participation of 52%—excellent for a company as large as U. S. Steel.
- the average monthly investment of a U. S. Steel Payroll Saver is \$20.79.
- every month, these 144,000 employees invest \$2,993,760 in personal security—and America's economic stability.
- in some U. S. Steel plants and subsidiaries employee participation runs as high as 80%.

Nearly eight million men and women, in forty-five

thousand companies, large and small, are building personal security and contributing to national economic stability by their \$160,000,000 monthly investment in U. S. Savings Bonds. These Payroll Savers, with their \$25 and \$50 Bonds, are major shareholders in a huge reservoir of future purchasing power—the \$35.5 billion, cash value of Series E Bonds outstanding.

What is the employee participation in *your* Payroll Savings Plan? The average monthly deduction? How many employees have been *added* to your Payroll Savings Plan in the last year? Call for the figures and study them. Then, phone, wire or write to Savings Bond Division, U. S. Treasury Department, Washington Building, Washington, D. C. Your State Director will be glad to show you how easy it is to raise employee participation in your plan to 60%, 70%, or even better.

The United States Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and

SALES MANAGEMENT



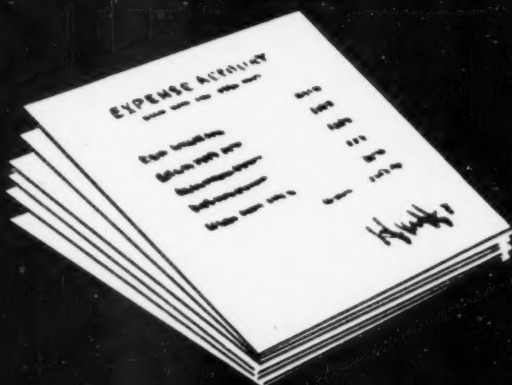
MARKETING PICTOGRAPHS

Planned by

Philip Salisbury Editor

Visualized and Designed
by Hile-Damroth, Inc.

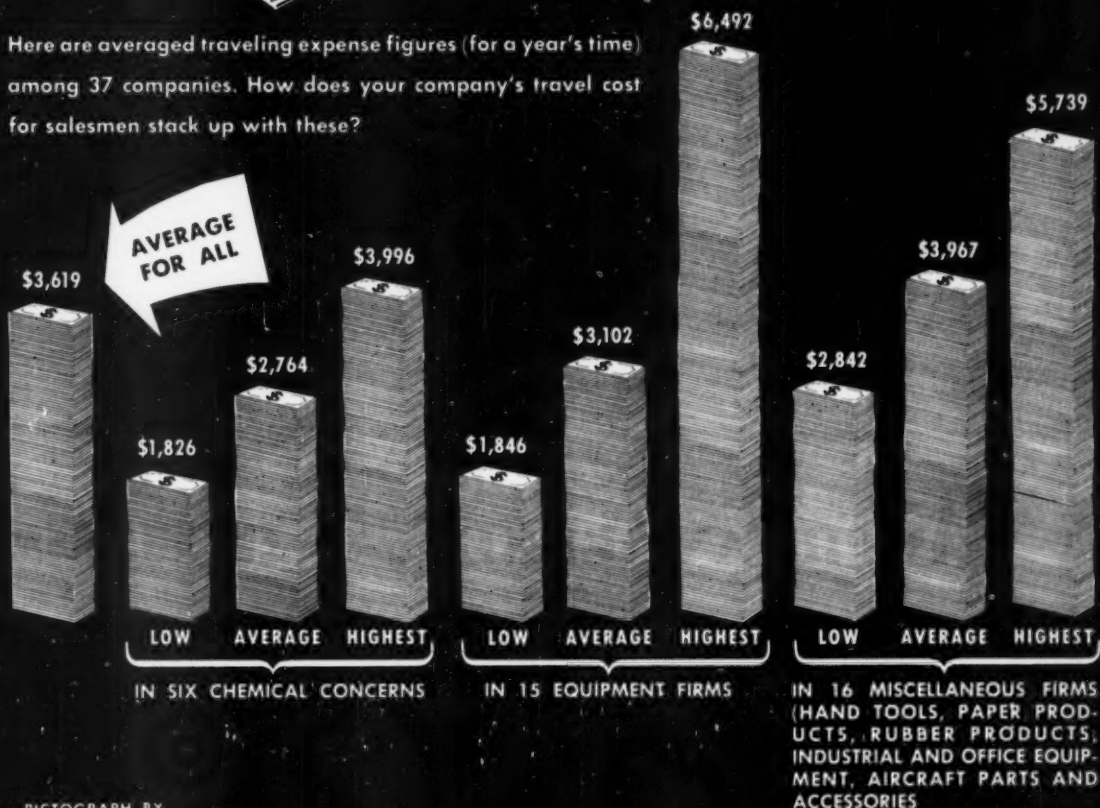
YOUR SALESMEN'S TRAVEL COSTS...



AVERAGE, LOW, OR HIGH?

A fair standard for measuring the cost of keeping salesmen on the road is hard to come by. Size and location of territory, type of product, mode of transportation, quality of supervision — all these affect salesmen's traveling expenses. But at what point do you clench your fist and say, "Too high"?

Here are averaged traveling expense figures (for a year's time) among 37 companies. How does your company's travel cost for salesmen stack up with these?



PICTOGRAPH BY
Sales Management
11-20-53

Source: The Pfaudler Co., Rochester, N.Y.

THIS IS **INTEREST**



THIS IS
ENTHUSIASM!

The **AMERICAN WEEKLY** creates **ENTHUSIASM***

With rocket speed, Southern markets are growing in importance—industrially, economically, and population-wise. With like speed The AMERICAN WEEKLY paces this growth pattern—the latest additions to our list of distributors being powerful Southern newspapers!

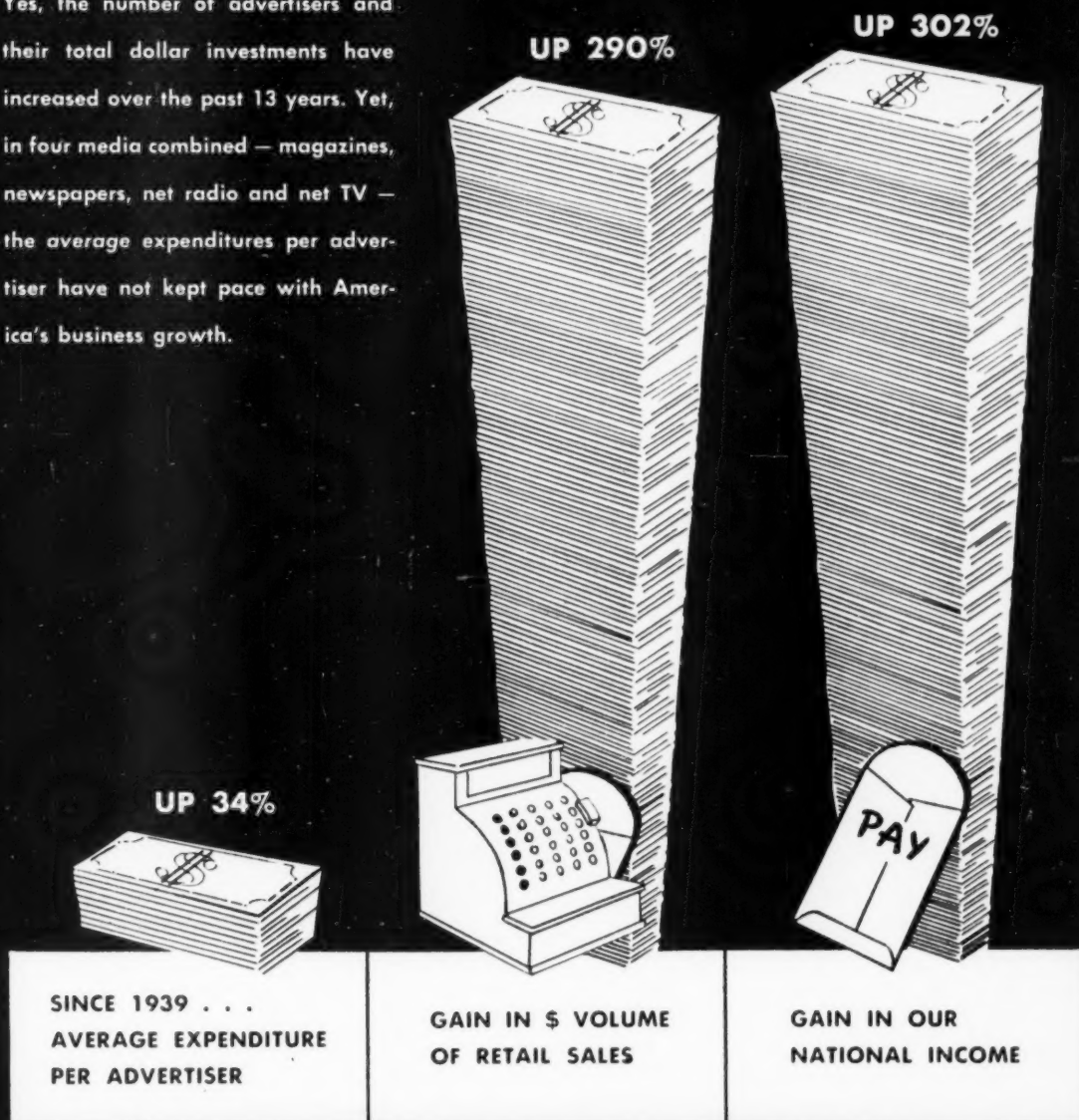
***ENTHUSIASM** is interest raised to the buying pitch!

THE AMERICAN WEEKLY, 63 VESEY STREET, NEW YORK 7, N. Y.

ADVERTISING BUDGETS FALL SHORT OF NATION'S GROWTH

ADVERTISING BUDGETS FALL SHORT OF NATION'S GROWTH 11-20-53

Yes, the number of advertisers and their total dollar investments have increased over the past 13 years. Yet, in four media combined — magazines, newspapers, net radio and net TV — the average expenditures per advertiser have not kept pace with America's business growth.



The figures point up the inadequacy of "typical" advertising budgets even more when you consider this:

NUMBER OF NATIONAL ADVERTISERS INVESTING \$25,000 OR MORE IN THE 13-YEAR SPAN INCREASED 2½ TIMES.

WILL THE "HARD-SELL" YEAR AHEAD PUSH YOUR ADVERTISING BUDGET OUT OF THE PROCEED-AS-BEFORE CLASS?

PICTOGRAPH BY
Sales Management
11-20-53

Source: Magazine Advertising Bureau, New York, N.Y.

Music for your ears in these screened millions!

3¾-million families with BUY on their minds

THERE'S no sweeter music for advertisers than adding machines ticking off sales.

And you'll agree there's good practical sense in the way Better Homes and Gardens provides the theme which helps keep so many businesses humming.

It starts with editorial planning that *preselects* families of high income and home ownership—who are seeking ways to get more out of life. Then BH&G stays on the stirring theme of *helping* these families get what they want.

BH&G is the *only* one of the three largest man-woman magazines to grow great on this one captivating melody—showing people how to raise living standards, and what to buy to do it with.

That's the music which attracts and holds more than 3¾-million BH&G families. That's why these families are in tune with your advertising, too.

They are your screened *primary* millions, with BUY on their minds for what you have to sell.

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa

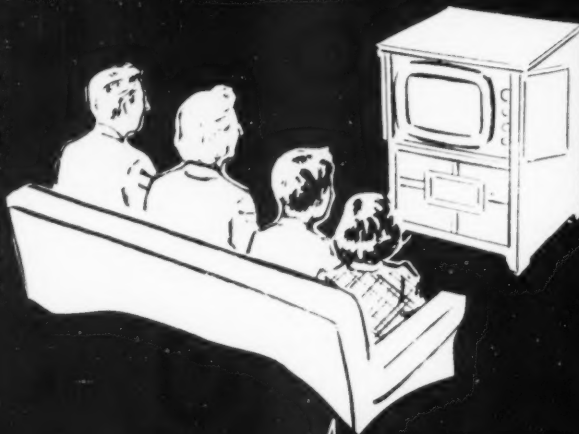


Better Homes and Gardens



PROFILE OF A TV FAMILY

What kind of a creature is the TV viewer? For the sixth consecutive year, G. W. Tasker, v-p in charge of research, Cunningham & Walsh Inc., advertising agency, has investigated the viewing habits of TV set owners and families in "Videotown" — New Brunswick, N.J., an "independent" (pop. 39,800) city. Because its 10.8 thousand families are 71% televised — an increase of 9% over 1952 — it is considered a "mature" television city. This year's research shows that . . .



73% OF PEOPLE IN TV HOMES WATCH AT SOME TIME DURING WEEK-DAY EVENINGS . . .

A 3% INCREASE
OVER NUMBER OF
VIEWERS TUNED IN
LAST YEAR.



TOTAL VIEWING TIME FOR ALL PEOPLE IN TV HOMES WEEKDAY EVENINGS IS NOW 12 HOURS . . .

A 30-MINUTE (OR
4%) INCREASE
OVER TOTAL
VIEWING TIME
LAST YEAR.

HAS TV AFFECTED
NEWSPAPER READING?



DEFINITELY NOT, RESEARCH
SHOWS. THERE'S EVEN A
SLIGHT INCREASE.

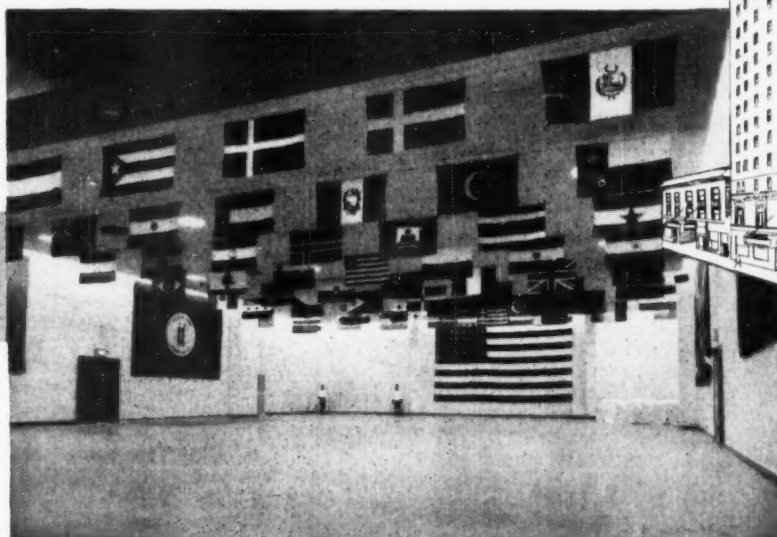
HAS TV "HURT"
MAGAZINE READING?



NO. THE BOSSES OF FAMILIES
(YOU GUESS WHO) IN HOMES
HAVING TV BEFORE 1951,
SHOW A SLIGHT INCREASE IN
MAGAZINE INTEREST.

PICTOGRAPH BY
Sales Management
11-20-53

The
KENTUCKY HOTEL
has 20,000 SQUARE FEET
of exhibition space
on ONE FLOOR!



**KENTUCKY HOTEL
 FLAG ROOM**

*7800 square feet
 will accommodate
 1500 for meetings,
 1100 for food service.*

THE KENTUCKY HOTEL in Louisville has just completed two tremendous additions which make it one of the nation's *great* convention hotels.

For example—the second floor alone has over 20,000 square feet of space which can be used for exhibitions, or which can seat 2500 people (1800 for food service)! Or this space can be used for simultaneous exhibitions, meetings, luncheons, registration offices, etc.

In addition, the lobby floor's Mirror Room can

seat 350 for food service—with another 500 in the Terrace Room on the fourth floor!

The entire convention facilities are air-conditioned—lobby to roof—as well as many bedrooms.

If your convention requires even more facilities than these, remember that the Kentucky's sister organization, the famous Brown Hotel, is owned and operated by the same management.

Get all the facts—in detail—by writing now for the booklet shown below.

**THESE BLUEPRINTS
 AND PICTURES
 ARE "WORTH A
 THOUSAND WORDS!"**



The Kentucky Hotel
 Louisville, Kentucky

Without obligation, please send me a copy of the Fact-book as advertised in Sales Management for November 20,

Name

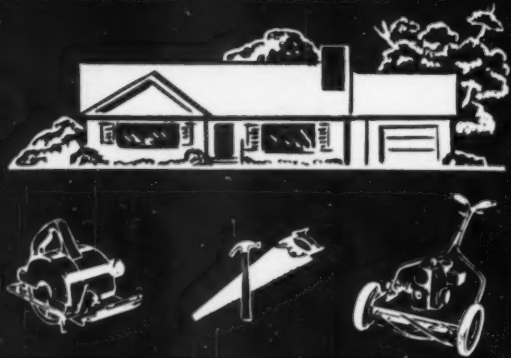
Organization

Address

City State

WHERE'S THE HOME-OWNER MARKET?

Home ownership continues to climb, a fact worth noting for manufacturers whose prospects dwell in their own homes. Think of them as a major part of the do-it-yourself market — the buyers of power tools, building and repair products, garden and lawn equipment. Or think of them in this way: at least twice a year, 37% of them buy a major appliance.



STATE	OWNED HOMES PER STATE	% OWNER-OCCUPIED HOMES	STATE	OWNED HOMES PER STATE	% OWNER-OCCUPIED HOMES
CALIFORNIA	1,811,634	54.3	LOUISIANA	364,945	50.3
PENNSYLVANIA	1,739,833	59.7	OREGON	312,828	65.3
NEW YORK	1,638,860	37.9	CONNECTICUT	290,968	51.1
OHIO	1,413,086	61.1	ARKANSAS	285,599	54.5
ILLINOIS	1,294,249	50.1	W. VIRGINIA	284,924	55.0
TEXAS	1,241,540	56.7	MISSISSIPPI	265,061	47.8
MICHIGAN	1,208,975	67.5	NEBRASKA	238,810	60.6
INDIANA	766,081	65.5	S. CAROLINA	232,284	45.1
NEW JERSEY	792,993	53.1	COLORADO	227,298	58.1
MISSOURI	691,256	57.7	MARYLAND	160,718	56.3
MASSACHUSETTS	624,838	47.9	MAINE	159,824	62.8
WISCONSIN	613,959	63.5	UTAH	122,600	65.3
MINNESOTA	561,177	66.4	ARIZONA	118,620	56.4
N. CAROLINA	530,371	53.3	S. DAKOTA	113,780	62.2
IOWA	494,826	63.4	IDAHO	110,694	65.5
TENNESSEE	492,643	56.5	N. DAKOTA	107,341	66.2
WASHINGTON	477,897	65.0	MONTANA	105,744	60.3
FLORIDA	473,124	57.6	NEW MEXICO	104,131	58.8
VIRGINIA	465,933	55.1	RHODE ISLAND	102,071	45.3
KENTUCKY	456,797	58.7	NEW HAMPSHIRE	90,213	58.1
GEORGIA	413,696	46.5	VERMONT	63,397	61.3
OKLAHOMA	397,811	60.0	DELAWARE	53,247	58.9
ALABAMA	388,996	49.4	WYOMING	45,428	54.0
KANSAS	375,033	63.9	NEVADA	24,484	48.7

Source: The Bureau of the Census

PICTOGRAPH BY
Sales Management
11-20-53

Self-Quiz on Your Ad Chief

Is he a key player on your marketing team? If not, change him — or your thinking

"The modern advertising manager and his agency can be effective *only* to the extent that they are full-fledged members of your sales team," points out Fred Adams, president, G. M. Basford Co., New York City, leading industrial advertising agency. Today's industrial advertising men, like a lot of salesmen, have grown up in an era of soft selling.

"I suggest you ask yourself these questions:

"Does my advertising manager have full access to sales figures, and management thinking on marketing plans?

"Do I take him into my confidence on new product strategy?

"Do I consider his budget a necessary evil — or a basic cost of doing business?

"Do I encourage him — nay even let him — get out in the field to get the customers' viewpoint direct?

"Do I saddle him with unsuccessful salesmen, or directors' relatives, as assistants?

"Do I give him full say in choosing the agency with which *he* must live?

"Do I give him a chance to show what creative thinking can do in solving special sales problems?

"Do I really listen when he presents his budget and details his plans — or do I arbitrarily look at the last page and say, 'Cut it 10%'?

"Do I ever commit the unpardonable sin of saying, 'I don't know anything about advertising, BUT'—and then proceed to murder his copy?—or equally helpful—

"Do I ever say: 'I don't know why—I just don't like the layout'?

"Do you consider your advertising manager as little more than a glorified clerk—and pay him as such? Or is he really a key player on your marketing team? If not the latter, you'd better change your thinking, or your advertising manager, but fast."

NOVEMBER 20, 1953

TROY, N. Y., PICKED FOR FIRST PUBLIC TEST RUN IN NATION!

In mid-October, the manufacturer of a new automotive anti-friction "plating" product chose the Troy market as the spot for its first public test run. This initial public check was made in a demonstration car through the streets of Troy and Albany with newspapermen as witnesses.

Then followed an advertising and sales drive that caused the distributor to announce that he was "most gratified" with results.

YOU TOO CAN DO YOUR BEST TESTING IN THE TROY MARKET!

City Zone coverage: 99%

Circulation: 46,182 (Oct. daily average)

Rate: 18c per line

THE RECORD NEWSPAPERS

The Troy Record — The Times Record

TROY, N. Y.

DO more — EARN more
with the help of these
famous *Handbooks*

Marketing Handbook

Your Key to Success
in Selling and
Advertising

● Here are the scientific selling methods you need to get impressive results in today's changing markets. 30 full sections cover—market research; distribution; industrial marketing; advertising; media; packaging; pricing; sales promotion; organization; public relations; budgets; storage and warehousing, etc.

69 Contributors,
Consultants
1321 Pages.
226 Ills.
Flexible Binding.
\$10

THROUGHOUT THE WORLD Ronald Handbooks are recognized as standard. Thousands consider them the first place to go for help and authority. Each Handbook offers, in compact form, the sum total of useful experience in its field. From all available sources representing progressive, modern thinking, the Handbooks review, condense, coordinate the essence of successful practice.

✓ **ACCOUNTANTS' HANDBOOK**
Over 90 Contributors. 1505 Pages. 287 Illustrations. 3rd Ed. \$10

✓ **Cost Accountants' Handbook**
Over 70 Contributors. 1482 Pages. 556 Illustrations, Tables. \$10

✓ **FINANCIAL HANDBOOK**
65 Contributors. 1289 Pages. 139 Illustrations. 3rd Ed. \$10

✓ **PERSONNEL HANDBOOK**
65 Contributors. 1167 Pages. 262 Forms, Illustrations. \$10

✓ **PRODUCTION HANDBOOK**
90 Contributors. 1876 Pages. 771 Forms, Charts, Illustrations. \$10

Write for descriptive folder.

USE THIS COUPON
TO ORDER

Please send books checked:

- | | |
|---|------|
| <input type="checkbox"/> Marketing Handbook | \$10 |
| <input type="checkbox"/> Accountants' Handbook | 10 |
| <input type="checkbox"/> Cost Accountants' Handbook | 10 |
| <input type="checkbox"/> Financial Handbook | 10 |
| <input type="checkbox"/> Personnel Handbook | 10 |
| <input type="checkbox"/> Production Handbook | 10 |

(Save postage by remitting with order.
Money refunded if not satisfied.)

☐ Check enclosed ☐ Bill me ☐ Bill firm

Name

Firm

Address

City

State

THE RONALD PRESS COMPANY
15 East 26th St., New York 10

Dear Editor

PRIZE BONER

Editor, SALES MANAGEMENT:

In doing some research work with the 1953 issue of SALES MANAGEMENT *Survey of Buying Power*, I note on Page 78 what is probably the editorial dilly of the year. Under State Employment Percentages Relative to U. S. we don't seem to find Minnesota. However, you do list Minneapolis.

We recognize that there are those who may think that Minneapolis is all there is to Minnesota but there are about three million of us who think differently. May we suggest that SALES MANAGEMENT follow the example of a well known television program and "get the facts"?

FRANCIS M. KARR, Secretary
Wholesale & Trade Promotion Dept.
Saint Paul Association of Commerce
Saint Paul, Minn.

(Yes, we have heard of St. Paul—also Duluth, Rochester, Austin and dozens of other Minnesota cities and scores of other Minnesota counties. What actually happened was that the figures were prepared on a printed blank where the state names were abbreviated, and an extra clerk was given the job of spelling out the names. "Minn" became Minneapolis instead of Minnesota.—The Editors.)

ABILITY TO PAY TAXES

Editor, SALES MANAGEMENT:

For many years the Missouri Public Expenditures Survey, a non-profit taxpayer's organization interested in government finance, has used your concept of the Effective Buying Income as a rough indicator of relative tax paying ability and tax burden of the political subdivisions of Missouri.

However, in the recent months since the establishment of the Committee on Intergovernmental Relations we have received a great many requests for estimates of the tax burden on the various political subdivisions. We know of no better way of making this estimate within our limited staff facilities than to distribute the total burden for the state on the basis of income payments. We also feel that your estimates of the distribution of buying income within a state would for all practical purpose give approximately the same result for a given state as the actual income payments.

BERNARD C. SULLIVAN
Tax Research
Missouri Public Expenditure Survey
Jefferson City, Mo.

DICK GRANT DAY?

Editor, SALES MANAGEMENT:

I just finished reading your story on Richard H. Grant ["Sales Champion," SM Oct. 15, 1953, page 24] for the second time. It's an excellent story, and one that's worth referring to many times.

It occurred to me that it might be worth-while for someone to write a biography of Dick Grant's full business career. The story you told in your magazine was fabulous, however, it could only touch the highlights at best.

Anyway, if a book is ever published on Dick Grant, I'll be one of the first to put in my order.

A Dick Grant day might also be something for the New York Sales Executive Club.

Thanks again for the article. It was wonderful.

JACK B. CONNORS
Eastern Division Manager
The Reardon Co.
Bayonne, N. J.

TELEPHONE COURTESY

Editor, SALES MANAGEMENT:

I see on page 54 of your issue of September 1 that there is mention, under the title "Telephone Courtesy," of a film issued by the Bell System Telephone Co., which they are prepared to lend to business people in the U.S.

It is quite a problem here, as in most other countries, to get employees to make the best use of the telephone in an intelligent way, and I should very much like to be able to borrow this film for a week or two for exhibition to our own staff.

We have not only a very busy switchboard but a very extensive internal telephone system, the efficiency of which can be entirely ruined by lack of experience and training.

E. C. LEE,
General Manager
Arthur Sanderson & Sons Ltd.
London, England

WHICH IS CORRECT?

Editor, SALES MANAGEMENT:

It is seldom in your excellent magazine

SALES MANAGEMENT

with **THREE**



...you'll be in Clover

The 7 billion dollar consumer market in the Army, Navy and Air Force is yours for the picking when your ad appears in the Network of Weekly Service Newspapers.

GREATEST SERVICE COVERAGE
LOWEST COST PER 1,000 READERS

Complete market data book is yours
for the asking at nearest office

ARMY TIMES
AIR FORCE TIMES
NAVY TIMES

(All Members: Audit Bureau of Circulations)

HOME OFFICE:

3132 M St., N.W. WASHINGTON 7, D. C.

Branch Offices in: NEW YORK • LOS ANGELES
PHILADELPHIA • SAN FRANCISCO • CHICAGO
LONDON • PARIS • FRANKFURT • TOKYO

D **DETROIT**

M **MEANS**

B **BUSINESS**

For factual information on the
Detroit Market—write to the Pro-
motional and Research Depart-
ment.

450,054 Weekdays
552,238 Sundays

Highest weekday and Sunday circulation of
any Michigan newspaper, exclusive of pre-
dates.

A.B.C. figures for 6-month period
ending March 31, 1953

The Detroit News

THE HOME NEWSPAPER

that I come across anything which causes me to raise a skeptical eyebrow; however, on page 72 of the October 15 issue there is a "fact" which causes this reaction.

In your Pictograph you represent that 80% of the Baltimore American's panel of 400 families do not use lipsticks. Even if this base represents men, women and children, the percentage of non-users seems extraordinary.

If your figure is correct, the lipstick manufacturers have certainly been missing the boat all these years by talking brand instead of product.

R. P. BRECKENRIDGE

Group Advertising Manager

Pepsodent

Division of Lever Brothers Co.

(Reader Breckenridge has a good point. But in the Baltimore panel housewives keep purchase records on a 60-day basis. They are considered users if purchases have been made within that period, non-users if there were no purchases. Perhaps Baltimore women stretch their lipstick out longer than the average female.—The Editors.)

PAT ON BACK

Editor, SALES MANAGEMENT:

Your "Five-Minute Flashback" ["A Five-Minute Flashback Over SM's First 35 Years," SM Oct. 15, page 102] was the most interesting reading to come before my eyes in quite some time. Thanks for it.

J. M. HICKERSON

J. M. Hickerson, Inc.
New York City

WHO SHOULD PAY AGENCY?

Editor, SALES MANAGEMENT:

We were very much interested in the discussion in your October 15 issue of "Who Should Pay The Ad Agency" [page 129] and the "dim view" that several corporate executives, whom you polled, take of our new method of advertising agency compensation—namely, a percentage of the client's sales instead of 15% of his advertising expenditures.

We do not contend that our percentage-of-sales arrangement is ideal for all clients alike. We have, in fact, the happiest of relationships with many clients whom we serve on the traditional 15% basis. However, this does not in any way alter our conviction that the 15% system is archaic and illogical. The best argument we have noted in support of the 15% system is that it *works*, but this is surely no indication that it cannot be improved.

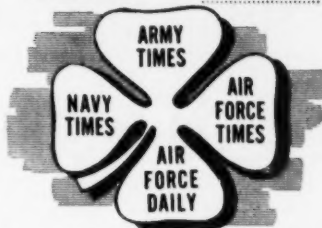
SETH D. TOBIAS

Vice-President

Emil Mogul Co., Inc.

New York City

make it **FOUR**



for that Extra Appeal

Add Air Force Daily (European Edition) to your schedule, and reach additional consumers in England, Europe & N. Africa. AFD parallels the sweep of AFEX (Air Force Exchange) System; acts as your trade journal and consumer newspaper, daily: Monday thru Friday.

Call nearest office
for low combination rates

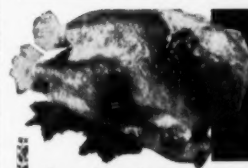
AIR FORCE DAILY
on
ARMY TIMES PUBLISHING CO.
publication

LONDON OFFICE
102 Park St., W. 1, LONDON

HOME OFFICE:

3132 M St., N.W. WASHINGTON 7, D. C.

Branch Offices in: NEW YORK • LOS ANGELES
PHILADELPHIA • SAN FRANCISCO • CHICAGO
LONDON • PARIS • FRANKFURT • TOKYO



Perfect
Gift for
Every
Executive

**Custom Fancy Smoked
TURKEYS**

Give a gift of distinction—one that will truly flatter the recipient. Premium quality birds (U. S. Grade A table-ready), carefully dressed, then smoked with a rare, delicious flavor, are gifts of thoughtfulness for every holiday.

Each plump, broad-breasted turkey (goose or capon) is slowly processed under exacting controls to insure juicy perfection of flavor. No cooking necessary. Each bird shipped in re-usable polyethylene bag, dry-packed to insure arrival in frozen condition.

Attractively gift-wrapped, gift card enclosed. Shipped prepaid anywhere in the U. S. Send us your gift list, we will ship direct. Arrival in perfect condition guaranteed anywhere within Railway Express delivery limits.

CUSTOM FOOD PRODUCTS, INC.

701 N. WESTERN AVE., CHICAGO 12, ILL.

We will need:

Smoked whole turkeys of _____ lbs.

ea., av. wt. 9-15 lbs. Price \$1.75 lb.

Smoked whole geese of _____ lbs.

ea., av. wt. 6-7 lbs. Price \$1.85 lb.

Smoked whole capons of _____ lbs.

ea., av. wt. 4 lbs. Price \$1.75 lb.

Your Name _____

Name of Firm _____

Address _____

City _____ Zone _____ State _____

8 small ads bring in 5,000 potential customers

Early this year, the New York Security Dealers Association—traders in Over-the-Counter stocks and bonds—decided they should be getting more business from private investors.

They knew that most individual investors were unaware of the functions of the Over-the-Counter market, that most of their customers were professional investors.

To tap the private investor market, the Association last May started an eight-week advertising campaign exclusively in The New York Times.

The small ads (4½ inches x 2 columns) explained the Over-the-Counter business, the investment opportunities in it. Each ad offered a booklet giving more details.

When the campaign ended in July, over 5,000 inquiries had been received, and still were coming in. The great majority wanted more information, weren't chronic coupon clippers, says Samuel Weinberg, chairman of the group's Committee on Publications.

Many Association members already have converted a number of inquiries into new business, or have developed solid prospects for more business in the months ahead.

People with money to invest are far above average prospects for any product you want to sell. Investments come from plus income. Because The New York Times consistently reaches this kind of audience of better buying, plus income readers, advertisers have made The New York Times their first advertising choice in the world's first market for 34 years.

The New York Times

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO, TORONTO



THE CHARACTERS: "Real life" route salesmen. The props: painted wallboard cut-outs. The new idea: Lines were recorded on tape by professional actors. Then the stage action was synchronized with the play-back.

Penny-Wise Sales Skit

National Automatic Merchandising Association comes up with a playlet to demonstrate the right and wrong way to service vending machines in industrial plants. Bill: \$211.75.

O' wadsome power the giffie gie us, to see ourselves as others see us.

It wad frae monie a blunder free us, and foolish notions.—Robert Burns.

When Burns, the great poetic Scot, wrote his "To a Louse," he had no way of knowing that in the mid-twentieth century his words would be the inspiration for skits to be presented before sales meetings and conventions. What could be a better way of showing sales executives and salesmen how they appear in the eyes of others than to mimic them?

If one picture is worth a thousand words, then one 15-minute skit is worth a two-hour lecture or "dressing down." Many associations and individual manufacturers increasingly favor the stage as the vehicle to carry their message to members or employees. Some spend hundreds of dollars on elaborate productions replete with professional actors, beauteous models and expensive stage settings. Is all this necessary? "No!" says the National Automatic Merchandising Association.

NAMA has conceived a formula whereby an impressive skit can be produced on an exceptionally small budget—slightly over \$200—with the use of four "ingredients": (1) Pro-

fessional voices on (2) tape recordings to fit the actions of the (3) amateurs who pantomime before (4) props painted on a backdrop.

The Association illustrated the feasibility of its plan at a recent convention held in Chicago's Conrad Hilton Hotel. Net results: Vending machine operators saw a realistic portrayal of how their route salesmen performed on the job, how their servicing of automatic candy, soft drink and cigarette machines could make gains in the "location"—or get them thrown out; and the Association treasurer glowed with pleasure at the low production cost of the one-act play.

The NAMA skit was a development from a program meeting between O. G. Leach, convention manager of the Association, and John W. Mock, Chicago management consultant who is well known among trade associations as a speaker and conductor of sales conferences and conventions.

Leach and Mock believed that every association has companies in its ranks which could call on employees to take part in short plays. But could they act? They knew that the majority of employers would object to having personnel away from

jobs for several days, rehearsing a play. The solution, then, emphasized further the economy of their plan. Here's what Leach and Mock did:

They wrote a script, 10 pages long and timed to run 15 minutes. They then used local radio announcers to read the lines in a professional manner.

This was recorded on tape and timed to coincide with action on the stage. All dialogue was the verbal expression of what each "actor" was thinking as he went through his paces.

For talent, Leach and Mock went to Geiger Automatic Sales Co., Milwaukee, and Automatic Merchandising Co., Chicago. The five men selected were not required to memorize any lines, but in two hours' rehearsal time learned to co-ordinate actions with the amplified dialogue from the tape recorder.

A Word of Caution

Here, Leach sounds a word of caution: "Associations or companies using employe talent must make sure to bill them by name on the program, and to send a copy of the program to their employers. This should be done before the skit is put on before the audience—it lends prestige to the cast and to their employers, and tends to make the amateur actors more co-operative knowing that their names are in print." Leach believes too, that after the play is over, the cast should be remembered with a cocktail party and dinner.

He and Mock both believe that casts for skits and plays should be made up of any association member's *employees* rather than the members themselves, since they are more pliable and do not object to instructions from the play director. Members themselves are liable to take the whole thing as a big joke, while their employees work at being actors. Then, too, there is a realistic atmosphere if the people on the stage go through familiar actions, the things they do in their real jobs.

NAMA's skit presentation, called "Hold That Location!" used actual route salesmen whose job on stage was to show the right and wrong way of servicing automatic vending machines located in industrial plants. From the fictitious "Tip-Top Vending Co." were "Al L. Rong" and "B. E. Rite." Location personnel were a plant boss (played by Roy Schellhaas, Automatic Merchandising Co. official), a plant guard and a plant employee.

The stage was bare except for

Prominent Users of Strathmore Letterhead Papers: No. 108 of a Series

Handie Talkie unit
invented by Motorola
during wartime
has been adapted to
commercial use.



QUALITY *transmits*
an important message!

Although many people know that Motorola, Inc., is the world's largest independent manufacturer of auto radios, and quite a few know it as one of the world's four largest television companies, only a few know that Motorola makes more mobile two-way radio communication equipment than all its competitors combined.

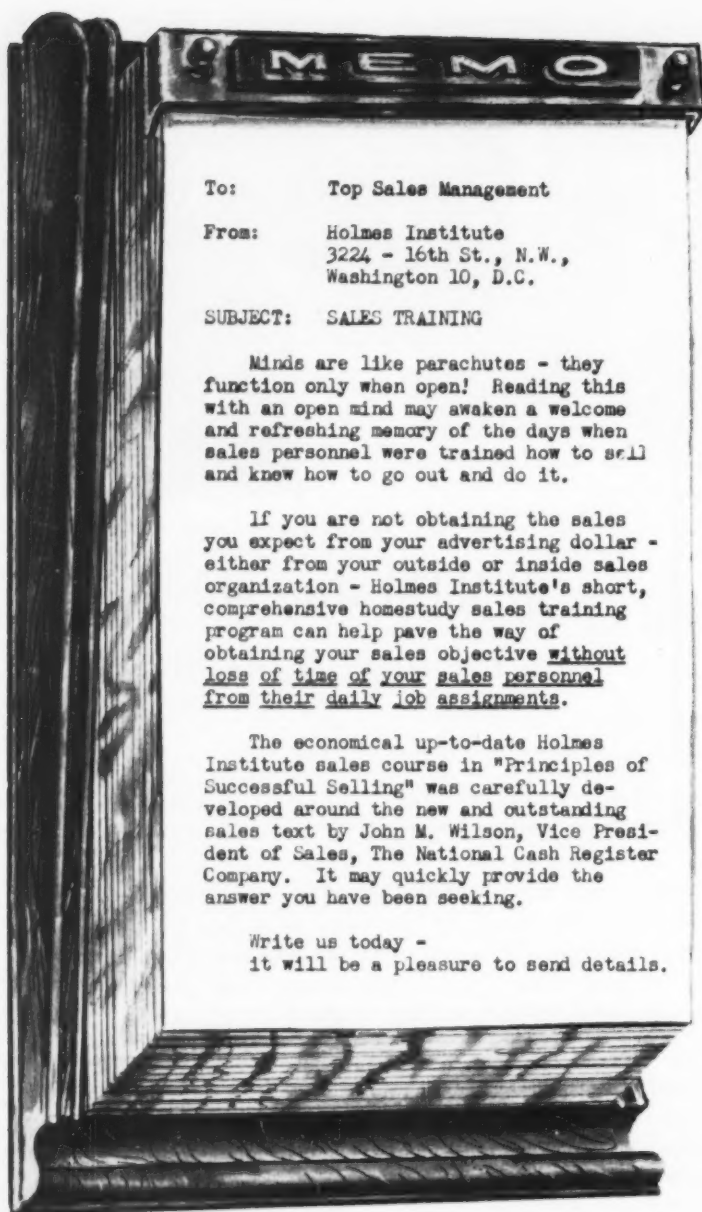
Progressive companies, such as Motorola, which is now celebrating "A Quarter Century of Electronics Progress," understand the need for *quality* in every phase of their business . . . use it as a basic principle in all their planning. It is with an understanding of the subtle impression of quality a letterhead can make that they select a Strathmore Letterhead Paper to do the job for them.

Transmit your message with the maximum impression of quality. Ask your supplier to show you how your letterhead design will reproduce on Strathmore. You'll see how you can send *quality* with your message!

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark, Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond, Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE
MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts



To: Top Sales Management

From: Holmes Institute
3224 - 16th St., N.W.,
Washington 10, D.C.

SUBJECT: SALES TRAINING

Minds are like parachutes - they function only when open! Reading this with an open mind may awaken a welcome and refreshing memory of the days when sales personnel were trained how to sell and knew how to go out and do it.

If you are not obtaining the sales you expect from your advertising dollar - either from your outside or inside sales organization - Holmes Institute's short, comprehensive homestudy sales training program can help pave the way of obtaining your sales objective without loss of time of your sales personnel from their daily job assignments.

The economical up-to-date Holmes Institute sales course in "Principles of Successful Selling" was carefully developed around the new and outstanding sales text by John M. Wilson, Vice President of Sales, The National Cash Register Company. It may quickly provide the answer you have been seeking.

Write us today -
it will be a pleasure to send details.

Coming soon . . .

400 Stores Adopt Wool Bureau
Retail Training Course

Are Your Hiring Costs Too High?

Daily Incentive Plan Fattens Pay
For Unionized Driver-Salesmen

in Sales Management

four vending machines in the background; these were merely painted wallboard cut-outs labeled "Candy," "Cigarettes," "Cold drinks" and "Coffee." Above the machines was a large clock face, prominently in view of the audience, on which the hour hand was painted but with a movable minute hand which was changed as the skit progressed.

Rong, of course, did everything just that way, "thinking out loud" by means of the pre-recorded professional voice which boomed such utterances as "How did I ever get maneuvered into this job? I'm just a nursemaid to these stupid machines that dish out stuff to a flock of 40-hour slaves . . . Say, I never noticed those flyspecks on these machines—makes it look sorta like a stipple finish. That's pretty good!"

"Holy Smoke!"

The plant supervisor meanwhile, watches the whole procedure and wonders "Holy smoke! Look what's back. I wonder where they get tramps like this? . . . He probably doesn't realize that I'm the one who keeps him on the job." He then watches Rong break such plant rules as smoking, littering the floor, sees him allow the plant guard to come up and help himself from the merchandise basket, and get into an argument with an employe who claimed to have lost a dime in the candy machine.

The plant supervisor then reports the man to his own employer. The next scene shows a new man, B. E. Rite, on the job, who soon gets the vending company's name back in the good graces by proper conduct while in the machine "location." Again thinking out loud via the tape recorder, the plant boss says: "Actually, although he doesn't know it, that fellow has held this location for his boss! I'm going down right now and have a talk with our personnel manager and check up on our training program. This whole business has really been an eye-opener!"

Cost of producing the skit was broken down like this:

Three professional announcers, at \$10 each \$30.00
Two hours of recording studio time \$25.00
One 1200-foot reel of Scotch recording tape \$ 5.50

Sub-total \$60.50

Props—building & painting 151.25

Total \$211.75

SALES MANAGEMENT

Now They Don't Talk So Long

Or make so many long distance calls where other means would work

Before Turco Products, Inc., Los Angeles, gave its men a telephone and telegraph voucher and asked for a written report on each long distance telephone call, the telephone bill was twice as high two years ago as today.

"We discovered," says Dan Miller, national sales coordinator, "that some salesmen were spending as much as \$150 per month on long distance calls and yet because they were scattered over the various locations it appeared from their expense accounts that they were only running \$25 to \$30 a month.

"Of course, telephone calls are important and many long distance calls must be made."

Egg Timers Failed

"Bulletins, sending egg timers to indicate when the three minutes were up, did very little good. Therefore we devised the telephone and telegraph voucher. Vouchers must be filled in on all calls costing 30c or over.

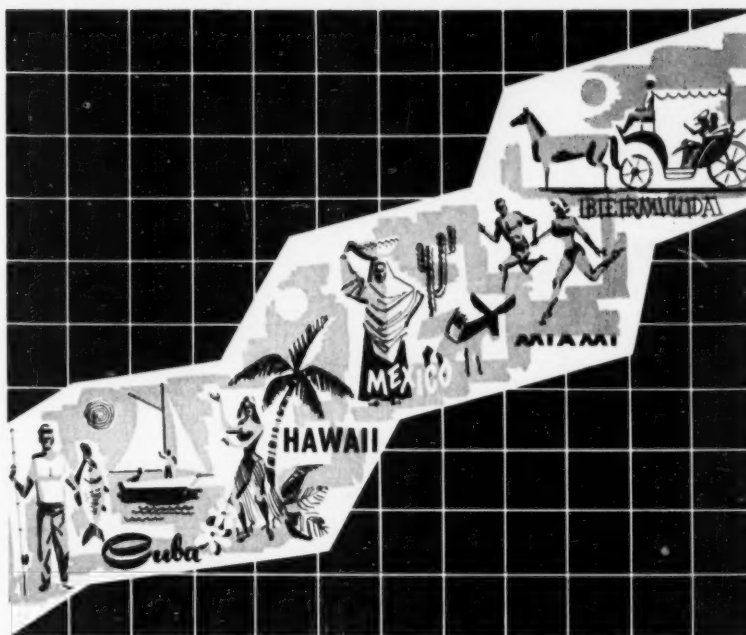
"Operators keep a record on all calls and only the operator can place a long distance call. The salesman must fill out vouchers on all calls that he makes from his local office phone, and the telephone answering services are required to fill out forms on any long distance collect calls. No calls are paid for without a voucher, and the operator is responsible for a voucher for each number.

"At the end of the month, all vouchers are sorted according to salesman, or departments. Then we know exactly how many long distance calls each salesman makes, and the amount is charged against his operating statement. The department managers responsible receive all the calls . . . and are able to control any misuse.

"At the end of the month, we take all calls of 10 minutes or over and send them to the district manager and the salesman must explain to him why it was necessary to talk so long.

"Few people realize that there is a 30c minimum on all collect calls—thereby putting such calls in the 25% tax bracket. For example, you can phone Los Angeles from Pasadena for 10c, but if you call collect it is 30c."

NOVEMBER 20, 1953



To increase sales . . . stimulate salesmen . . . Cappel, MacDonald now offers *Glamorous, Exciting Travel Incentive Plans*

The world's largest producer of sales incentive plans is first to offer your company a complete travel service.

Nothing moves men to extra effort . . . nothing refreshes men for the next tough job like a glorious, once-in-a-lifetime "millionaire's" vacation.

More and more, America's leading executives are using all-expense vacations as a powerful weapon for increasing sales on company, jobber and dealer levels. To such men, Cappel, MacDonald—originator of merchandise incentive plans—now offers America's only complete travel incentive plans:

SERVICE—C-M specialists plan appealing itineraries for individual winners or groups of any size, and handle all details of travel arrangements and promotion. Personal, on-the-spot service assures the satisfaction of larger groups.

ECONOMY—C-M offers the complete campaign for the cost of the trip alone. Free planning and service in-

cludes preparation of promotion material by the only creative group in the incentive field. You pay only for travel at carrier-resort rates.

FLEXIBILITY—C-M can tailor a plan to fit any budget or objectives. We will charter a cruise ship or a flight of planes . . . plan a tour to glamorous foreign countries . . . or send your men to a nearby resort. If you want to give every man a chance to win, runners-up can choose merchandise from the famous C-M catalog.

SPEED—Your nearby C-M office can lay a complete, well-aimed program on your desk this week. Custom-created plans to solve unusual objectives take very little longer. Just write or phone and outline your problem. Men with unparalleled incentive experience will recommend a solution—without obligation, of course.

FREE INFORMATIVE LITERATURE is available to any executive. Write Cappel, MacDonald and Company, Travel Incentive Division, 737 North Michigan Ave., Chicago 11, Illinois.

Cappel, MacDonald and Co.

DAYTON, OHIO . . . OFFICES IN PRINCIPAL CITIES
Travel Incentive Division, 737 North Michigan Ave., Chicago 11, Ill.



Bad Boys of Sales Management

There is no attempt to point a finger at any special person or any one company. But even the best sales executives indulge in a bit of soul searching. It may have made them best.

BY JIM ROBINSON

Judging by their actions, attitudes, mannerisms and motives many sales managers lack the temperamental traits and resources a man needs to head up a sales organization. **Result:** They inspire little more than king-size portions of frustration, anguish, downright agony and—more materially speaking—high personnel turnover among the salesmen they direct.

Ever try to "type" the bad boys of sales management? I have. My list evolves from (1) watching dozens of sales managers go through their daily paces, and (2) listening to countless salesmen sound off about "that _____ I work for." It includes these five distinct personalities, all of them too-well-known to members of long suffering sales forces:

Perfectionist Type

In his day as a salesman this man was a whirlwind. To him selling came naturally like breathing. (Some people would make book he could even sell Colonel Schick on tweezing

his whiskers, old Indian-style, with a pair of clam shells.)

Energy, enthusiasm, drive, forcefulness, dominance—he lays claim to all the "aggressive" selling traits you might name. But as a sales manager he has one fault—a serious one. He demands 100% perfection from his men.

"Near-misses won't do," says the perfectionist. "After all," he rationalizes, "I'm not asking my men to do anything I couldn't and haven't done myself." To complicate matters, he doesn't know how to effectively mold his men in his own image—assuming that were possible. He prods, scolds, needles; lectures with verbal barbs and a touch of sarcasm. (A similar attitude, according to certain sports experts, hampered Ty Cobb in his brief career as a baseball manager.)

The perfectionist's own standards are beyond reach for his "average" crew. What's a snap for him stymies his run-of-the-mill salesmen. Result: the perfectionist's not-so-perfect salesmen grow discouraged. Their discouragement leads to lower produc-

tivity which leads to more prodding, scolding, needling, lecturing. Then productivity skids even lower; and the merry-go-round begins again spinning the perfectionist, sooner or later, to a crossroads. To the right lies a drastic change in his own methods and attitudes. To the left lies a virtual mutiny.

Which choice will you make, Captain Bligh?

Sphinx Type

The sphinx type sales manager bases his philosophy of sales management on this outmoded theory: "Keep 'em in the dark. What they don't know won't hurt them."

The sphinx withholds news, tips, ideas and market data from his men. He rarely takes any of them into his confidence about over-all results. Even his assistant must sneak peeks at carefully guarded records to learn how things are going. Plans, even pure routine ones, are all very hush-hush when a sphinx type manager holds the sales management reins.

"Do it this way," the sphinx commands, but never bothers explaining why it's the right way. And the sphinx never consults his men before making a decision. So they "excuse" his wrong decisions with "don't-ask-me-I-just-work-here" comments. Working for a sphinx type is like working in a vacuum. Salesmen stumble along aimlessly in a void of too

MUST men in your '54 picture

Selling . . . including advertising, public relations and other tools that will help sell
hardest and best . . . is management's top job today. That's why
the trend is to SALES MANAGEMENT.

In all periods of difficult business conditions, you can spot the key men . . . the men *you* must sell . . . by noting
the business paper whose subscriptions and readership are up—the business paper that's HOT.

More than any other magazine in the sales or advertising fields, SALES MANAGEMENT
has kept pace with the national growth in sales
volume and sales capacity since the war. Gross national
product has soared 73.3% in the past seven years, national income 71.3%, personal effective buying income
48.7%, retail sales 67.2%. At the same time, SALES MANAGEMENT total
circulation gained 74.6% . . . 80% in the A.B.C. No. 1 Classification (Manufacturers, etc.) . . .
93% in sales management executive subscriptions. Renewals
are at a record 82.2%. These SALES MANAGEMENT
records are unmatched in the sales or advertising fields!

Today . . . more than ever before . . . your market is
the sales management executive—your magazine for selling this market
SALES MANAGEMENT—the magazine that's hot with the men whom the heat's on today.

*Whether you're thinking of
advertising buyers . . .
or the magazine
to reach them
... TODAY it's*

sales management executives

Sales Management
THE MAGAZINE OF MARKETING

386 Fourth Avenue, New York 16, N. Y.

333 N. Michigan Avenue, Chicago 1, Ill.

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North Carolina's

FIRST

Post-Freeze

VHF!

WSJS

Television

CHANNEL

12

Winston-Salem

plus

Greensboro & High Point

"The Tar Heel

Golden Triangle"



Interconnected Television
Affiliate

National Representative:
The Headley-Reed Company

much confusion and too little information.

Worst of all, the silent man rarely tells his men where they stand. "How am I doing?" they ask. But their questions are answered with mumbled double-talk or met with stony stares. Neither praise nor criticism crosses the lips of this quiet man of sales management. . . . Result: resentment and frustration pile up while respect and sales dwindle, all because a "keep-'em-in-the-dark" philosophy clashes openly with temperaments and personalities of twentieth century salesmen.

Hail Fellow Type

Most people usually like the hail fellow type. Socially he's generally a big success. But in business a super abundance of hail fellow traits can trip a man up. Many sales managers who boast, "I'm just one of the boys," command no more respect than "just one of the boys."

A "real leader" can laugh, joke and make small talk with his salesmen. He never takes himself too seriously. A light touch, a good natured, informal manner and a sense of humor do have a definite place in sales management. Still the "real leader" recognizes that hairline split between just being friendly and being overly friendly.

The overly friendly manager throws himself open to suspicion. Some of his men may mistake a genuine (but overly) friendly attitude for a "showing favoritism" attitude. Word gets around that "knowing the boss" will bring greater reward than an excellent sales record. When that happens petty jealousies crop out. "Buttering up the boss" suddenly becomes everybody's favorite pastime. Emphasis changes from selling product to "selling yourself" — to the boss. And the hail fellow attitude has backfired.

Old Army First Sergeant Type

Here's a two-fisted, desk pounding martinet who "won't take 'no' for an answer." He rules with the heavy hand of fear. "I don't get ulcers, I give them," he says proudly. "Make your quota or get fired," implies this severe taskmaster. He's so rough he makes Simon Legree look like Casper Milquetoast.

Things must be going all right, he thinks, " . . . because my men never complain." Truth is most of them never even bid him the time of day: They're afraid to. He seems completely without tolerance, understanding, sympathy or kindness. But he's inspiring: He inspires rebellion and failure. His strongest men finally

quit. Others sell less and less until he has to fire them. Result: sky-high personnel turnover figures.

But just watch this man, when he calls on the trade. Somehow the Dr. Jekyll in his make-up wrests control from Mr. Hyde. He assumes a totally different air in a customer's presence. Nothing stern, aloof and inhuman about him then. The trade likes him. And his personal relationship with customers is productive. So maybe there's hope for the guy. Some day it may dawn on him to treat his men with the same respect he shows the trade. His men long for that day.

Cheer Leader Type

This man specializes in sales management by hoop-la, histrionics and hysteria. He puts on a fine show, though his performance reeks more of sham than substance.

He shouts, rants, raves, runs the emotional gamut figuring that's the only way to spark his organization. He pleads, like a high school football coach between halves, "All right, men, let's get out there and sell for dear old Dull Tool Co.!"

Sometimes his men actually do get fired up in the presence of all this showmanship, personality - plus and pure corn. Trouble is this spell-binder's so busy starring in his one-man show he doesn't have time for other things—like sales training, organizing or planning. So when his men face a prospect the fire has burned out. Even the echoing cheers have died away. All they're really left with is a "why-don't-you-buy-from-dear-old-Dull-Tool-Co.?" approach which n'er won fair order yet.

* * *

Admittedly, many a cheer leader and his bad boy brethren do often crack sales quotas wide open. The records show that. But suppose these men had been temperamentally tuned to the demands of their jobs. What might have been the story, sales and profit-wise, then? I suggest that "what might have been" might have been far more gratifying.

If these word pictures come close to describing areas of your behavior as a sales manager, better take heed: Your salesmen deserve a better shake than you're giving them. Try another tact and see if it doesn't pay off in sharply increased productivity. Try treating your men like *men*, not like pawns on a chess board or like another commodity to be bought and sold at the marketplace. You'll be glad you did. And equally important, so will your salesmen.

The End

SALES MANAGEMENT

Westinghouse's Big Pay-Off To \$8,000 Ad Budget

For example: A one million dollar order for lumber equipment was traced directly to a sales promotional booklet which gained entry for the salesman, an interview, the sale.

BY ALVIN ROSENSWEET

It's hard to reconcile a small advertising budget with the giant Westinghouse Electric Corp.

But big Westinghouse is using an \$8,000-a-year advertising program to win a share of the estimated \$8 million a year the nation's lumber mills spend for electrical equipment.

In less than three years Westinghouse, which before 1951 sat on the sidelines while lumber mills bought most of their equipment from competitors, has surged ahead in this field, with a 78% increase in the sales of lumber mill equipment.

Fifty years ago lumber mills were operated entirely by steam power. Waste woods cut from logs were converted into slabs burned to create steam, then the cheapest and most effective source of power available.

Marketing Problem

Two major factors resulted in the conversion from steam to electricity. One was the development of electric power. The other was that scrap wood was becoming valuable—it could be sold to paper mills or used for other purposes. In addition, steam leaking from cylinders resulted in high maintenance costs and had other disadvantages, such as filling mills with steam so that it was difficult to see through the mists on cold mornings. Meanwhile, lumber mill machinery was becoming more intricate, requiring electric controls.

Westinghouse had the equipment lumber mills needed but admittedly sales were well below the sales opportunity. Lumber is big business: In 1952 there were 19,039 sawmills in the United States shipping almost \$4 billion worth of lumber. But the lumber industry was a neglected market in the Westinghouse sales effort.

Stanley Harrison, industries manager for the Westinghouse Pacific Coast Region, and A. M. Cooper, manager of the General Industry De-

partment, East Pittsburgh, decided it was time to do something.

J. C. Carr, a Westinghouse advertising representative, went to the Northwest in 1950, worked with company engineers and salespeople to develop an advertising program for business papers. The campaign developed from these basic outlines:

The Situation: There was a greatly increased market for electrical apparatus in the lumber industry. Westinghouse had the necessary equipment, but sales were not increasing with the expanding market.

The Remedy: An advertising and sales promotional campaign.

The Campaign: Business paper advertisements and a book featuring lumber mill electrification.

Objectives: Since mills are widely scattered in remote areas, it was necessary to:

1. Acquaint prospective buyers with the product.
2. Get mill owners to call in Westinghouse representatives when they are planning to buy lumber mill electrical equipment.

With Fuller & Smith & Ross, Cleveland advertising agency, Westinghouse worked out a series of advertisements to run in one lumber magazine. Two-page, two-color advertisements have proved most effective and are scheduled every other month. In 1951, first year of the campaign, three advertisements were developed but five more have been laid out since.

Westinghouse credits the very first advertisement in the series with \$500,000 in new business negotiations which the corporation would not have had otherwise. Lumber companies throughout the U. S. wrote for more information. Westinghouse sales personnel perked up, their interest increased by the promotion which had

Claude Hopkins Might Have Answers To Your Advertising Problems

As few men have before or since, Claude Hopkins knew the answers to advertising problems.

One of the highest-paid writers in all advertising history, 30 years ago he summed up the fruits of years of copy testing in a small, long-out-of-print book titled, "SCIENTIFIC ADVERTISING." Amazingly, these money-making ideas of his were all but forgotten during the years this work was not available. Famed researcher Alfred Politz, who rediscovered the book says, "Hopkins knew then what we are only beginning to re-learn today."

Now this small masterpiece has been re-issued as a service to all Advertising. It is priced at only \$2.00 per copy. Anyone who plans, writes or pays for advertising will find its reading enjoyable and may well find relief from many doubts that trouble him.

Discount prices on orders: 5 to 9 copies, 10% off . . . 10 to 24 copies, 15% off . . . 24 to 49 copies, 20% off . . . 50 or more copies, 25% off.

Use The Convenient Coupon To Order

Moore Publishing Co., Book Division 54

48 West 38 St., New York 18, N. Y.

SEND COPIES

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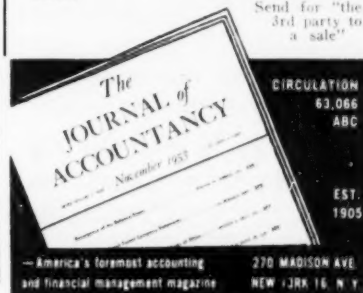
@ \$2.00 ☐ Check ☐ Money Order

Address to:

One million businessmen
seek the advice of our readers

. . . a fast-growing profession
serving American business.
. . . are you selling the accountants?

Send for "the
3rd party to
a sale"



The JOURNAL of ACCOUNTANCY
November 1957

CIRCULATION 63,066 ABC

EST. 1905

— America's foremost accounting and financial management magazine — 270 MADISON AVE. NEW YORK 16, N. Y.

'YONNE SAYS:—
WANNA TEST
METROPOLITAN
NEW YORK
for PEANUTS



Don't take the chance of shooting your wad. . . . Test a typical section of Metropolitan New York before launching a full campaign.

Study the facts and you will find you can test a typical segment of Metropolitan NEW YORK, by testing BAYONNE for only 10¢ a line . . . just peanuts compared with any other media giving the complete concentrated coverage of THE BAYONNE TIMES.

"BAYONNE Cannot be Sold from the Outside"

THE BAYONNE TIMES

BAYONNE, NEW JERSEY

Nationally Represented By **BOGNER & MARTIN**

UP TO 225 WINNING
"SALES IDEAS" DIGESTED
FOR EXECUTIVES EACH MONTH

Only BRIEFED—via topnotch editing—gives you key-fact digests on current successes in sales, advertising, merchandising and promotion

Only BRIEFED enables you to review in 30 minutes each month up to 225 of the best ideas currently successful in business and industry. Only BRIEFED gives you such a comprehensive review—and tells you just where to go for complete authoritative details of any digested "idea." Through cooperation with more than 30 business and trade papers, the highly trained editors of BRIEFED give you over 200 quick skillful digests of current success "case histories" in practically every major branch of business and industry. Try BRIEFED for seven months for only \$4.67 (limited intro. offer) . . . you must be delighted with first issue or money back in full. Write Dept. 430, BRIEFED, 400 Madison Ave., New York 17, N. Y. (Send your check or write on your business letterhead if you prefer to be billed.)

PHOTO-REPORTS
ON PRODUCT APPLICATIONS

Nationwide organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, reports and releases for advertising, editorial and research purposes.

For more information write or phone
SICKLES PHOTO-REPORTING SERVICE
 38 Park Place, Newark 2, N. J.

sprung forth where before there had been almost no sales promotion.

A year later in 1952 a handsomely illustrated promotional booklet came off the press. Its title: "Electrical Equipment for Lumber Mills."

Westinghouse officials trace \$1 million in business to this booklet. A Texas lumber mill planned to buy new equipment but Westinghouse competitors always had the inside track for its business. A Westinghouse representative, however, obtained what was supposed to have been a 15-minute interview with the firm's president.

After introductions and small talk he brought out the Westinghouse booklet and handed it to him.

Laying the book down some time later, the company president said:

"I had no idea you had this equipment."

The 15 minutes ran into two hours and in later negotiations a \$1 million order was placed with Westinghouse.

A total of 7,500 booklets was printed at a cost of \$10,000.

They add approximately \$5,000 a year in space for business paper advertisements—\$15,000 in three years—to come up with a total three-year budget of \$25,000, or a little more than \$8,000 a year.

That's how Westinghouse won a Topper award at the 1952 National Industrial Advertisers' Association convention in the small-budget category for creating brand preference. And that's why a Westinghouse salesman in lumber country out in Medford, Ore., wrote the home office after the first advertisement appeared:

"This ad has been read and discussed by every customer in my territory."

"Handy Coils" Up Sales,
Open New Rope Outlets

Formerly a basement and under-the-counter item, rope now takes its place "up front and in sight" where it can be displayed and sold.

The modern hardware retailer, like those in other businesses, has become impulse-buying conscious. He knows that the customer wants to see what he's buying . . . pick it up and feel it . . . examine it at leisure. Retailers know that the power of suggestion is a potent force in selling today.

Sales promotion men at American Manufacturing Co., Brooklyn, manufacturer of cordage, recognized the trend, and decided to do something about it.

The first step was to redesign their package. Hinde & Dauch, Sandusky, O. packaging engineers were called in to study the existing packaging in bales, marketing channels, and consumer buying habits. From this study came a revolutionary new concept in rope packaging designed specifically to fit today's hardware retailing.

Following an extensive survey of the retail hardware trade, it was decided to merchandise the company's rope in handy 100-foot coils. Result: introduction of "Handy Coils."

The survey revealed, however, that not all hardware retailers carried rope. Cause: too much inventory investment. The new size changed all

this, and the retailer was able to add rope to his inventory without a large investment.

In addition to lowering the dealer's investment in the smaller sizes of rope ($\frac{1}{8}$ ", $\frac{1}{4}$ ", $\frac{3}{8}$ ", and $\frac{1}{2}$ " diameters), Handy Coils are self-selling. They save the dealers time in measuring, coiling and packing small purchases. Because they are priced individually, rather than by the pound, weighing is unnecessary. The new individual shipping boxes, as designed by H & D, hold approximately 15 pounds of rope in 100-foot connected coils.

Set up in a few seconds to form an eye-arresting display and dispensing unit, the new box occupies little counter space yet does a big job of creating impulse sales of factory-sealed, mill-fresh rope.

In addition to greater sales, American Manufacturing has realized a reduction in initial packaging costs. The one-third smaller package is easier to handle and ship. The new boxes are faster and easier to pack.

To assist the retailer and help the customer make his own self-service selection, trade name, sales features, rope size and other pertinent information appear on the box. Eight "Handy Coil" display boxes are packed in a master shipping unit for safe delivery to outlets. **The End**

Saturday Sales Calls Bring Orchids for Wives

Now Randall's detail men
can make more sales
calls during Xmas rush

"See me next week, I'm busy today," druggists had begun to say to Bill Randall's detail men on their customary Monday to Friday calls. The pre-Christmas shopping rush was on. Druggists would be busier next week and likely would put the Rand salesmen off again. The prospect for Rand's men: lost Christmas orders.

Rand Co. is the sales agency on the Eastern seaboard for King's Men toiletries, Bostwick Laboratories (aerosols), and Pioneer Scientific (polaroid sun glasses).

When Bill Randall, president of Rand Sales, found his 15 salesmen running into a reasonable-sounding, but likely-to-be disastrous delay, he called an emergency sales meeting. Randall and his salesmen worked out the following strategy:

They would make Saturday calls.

They would capitalize on the fact that they are now making Saturday calls.

They would henceforth say to druggists:

"I don't like working on Saturdays, either, but I have so many accounts to see that if I don't use this extra day, I couldn't possibly see all of them. However, I feel that your account is so important that I've given up my Saturday to make this call.

"I know you're very busy, so suppose I write up a suggested order and when you have a free moment you can look it over."

In this way, they make the prospect feel he warranted a *special* call . . . and they write a solid order *now*.

However, Randall's problem still wasn't completely solved.

Randall knew he had the full cooperation of his sales force, but, the men had wives . . . and wives are very particular about how their husbands spend Saturdays.

Again, psychology was the answer.

To each wife he sent an orchid corsage with the enclosed note:

"Thanks for the loan of your husband these Saturdays until Christmas. Please accept this as a token of my appreciation for your cooperation."

Results?

Sales went up 50% . . . Randall, his clients, his salesmen and their wives are happy.

NOVEMBER 20, 1953

Sales-condition your hospital prospects in these 2 efficient ways

1

By an exhibit at the
56th convention of the
American Hospital
Association

CHICAGO

September 13-16, 1954

For further details
ask for the folder:

**The Hospital
Merchandise
Mart**



By an advertising schedule
in **HOSPITALS**
Journal of the American
Hospital Association

To be hospital sales-wise is to advertise **HOSPITALS**-wise. **HOSPITALS** is the journal . . .

. . . that offers its advertisers the greatest audited, paid hospital field circulation.

. . . that is staffed by recognized experts who know hospitals throughout and are consulted by hospital administrators every day.

. . . that most effectively preconditions your customers—who spend more than \$4.5 million a day for supplies and equipment.

**GREATEST
A.B.C. Circulation
among the hospital field
magazines**



For hospital field market information, write to the:

AMERICAN HOSPITAL ASSOCIATION

SALES PROMOTION DEPARTMENT

18 E. Division St.

Chicago 10

Coming . . .

**Take a Look at Heinz' New Labels:
Redesign Is Sparked by Trend to Self-Service**

What to do with five trademarks? That number "57"—how big? What color for soup? These and many another question had to be answered—and a lot of money rode on the decisions.

in *Sales Management*, December 15

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces
and Other Literature Useful to Sales Executives

The Sacramento 19 - County Wholesale and Retail Food Market: Route list of grocery outlets prepared by the national advertising department of *The Sacramento Bee* assisted by the research and public relations departments of McClatchy Newspapers. It is one of the 26 major markets in the West and first in per capita retail food sales among all the 26 western markets, sixth in total retail food sales (Census), and sixth in population in the West. Listings of grocery stores are in two parts: (1) Sacramento Standard Metropolitan Area (Sacramento County) as defined by the Bureau of the Census (1950). The stores are routed

into 16 Economic Areas (routes) plus one area in Yolo County. Retail stores are rated by estimated annual volume into S, A, B, C-D dollar volume classifications. (2) Stores in the other 18 counties are routed by towns and cities within each county. All stores listed represent those reporting sales taxes to the State of California. The services of wholesalers, food companies' private lists, personal calls and a committee of food salesmen were used to verify stores and estimated store dollar volume. Included are marketing data and maps of the Sacramento Metropolitan Area; the 26 major markets of the West, and the 18 Metropoli-

tan Areas of the West. Write to Franklin C. McPeak, Public Relations Director, McClatchy Newspapers, Sacramento 4, Cal.

The Office Supply and Equipment Dealer: A survey conducted for *Office Appliances* magazine by Elrick, Lavidge & Co. to help create throughout the industry a clearer understanding of the importance of the dealer's role in the distribution of office products—furniture, stationery, machines. Up to now industry-wide statistics relative to dealers have been available from Government or other sources only in limited form. This study was planned to gather a variety of facts about the operations and policies of the dealers. The facts which were obtained are unbiased and create for the first time a clear-cut profile of the distributor of articles for office use—his trading area, selling methods and buying habits. The results of the survey were coded and the facilities of Workman Service, Inc., were used to tabulate the results on IBM cards. The subjects and data covered: area served; sales volume; salesmen's compensation; buying sources; products



Looking for worry-free personnel transfers?

- There's a simple way to eliminate the worry connected with moving your sales personnel.

United Van Lines **Pre-Plan** every household moving and storage job . . . first on paper, then on the job. In this way, you and your personnel can be sure that their precious possessions will be properly packed and transported safely—anywhere, anytime.

For peace of mind—whether you move one man or a hundred—call the experienced United agent, listed in your classified phone book.

Write for your United Rate Calculator to help determine moving costs. We will also send a helpful United Moving Kit.

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ARE **SANITIZED**
FOR YOUR PROTECTION

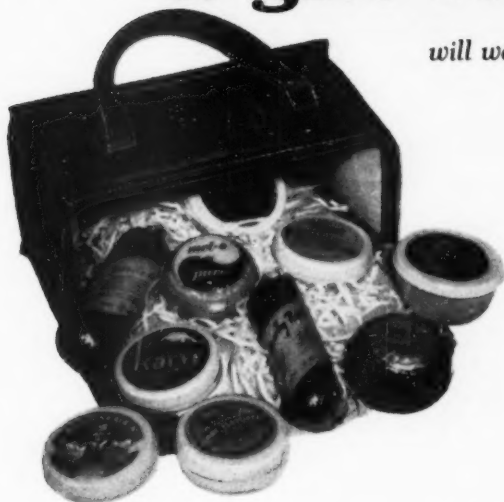


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MOVING WITH CARE EVERYWHERE
OVER 400 AGENTS IN U. S. and CANADA
Headquarters—ST. LOUIS 17, MISSOURI

a gift food parcel

will warm the hearts of
employee, customer, friend
and business associate



JUNIOR CHEESE PACK FOR THE AVERAGE FAMILY

A grand assortment of cheese in links, wedges and spreads in sizes that are appropriate for the small family.

10 varieties of cheese as shown in the photo in a special FIBERGLAS INSULATED BAG to give years of service for picnicking, for baby bottles and many other uses.

You'll be remembered long after the cheese is gone.

Delivered Within 300 Miles of N. Y. C. **\$5⁹⁸**

Elsewhere in the U. S. A. **\$6⁵⁸**

PRICE INCLUDES ALL COSTS

DISCOUNTS ON QUANTITY ORDERS

Write or Phone for **FREE CATALOG** of Various Gift Food Parcels

Delivery Guaranteed. Mail Orders Accepted.

Special attention to industrial orders.

Fraser, Morris & Co., inc.

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"FOOD SUPPLIERS TO THE WORLD"

handled; organization and administration; services; package selling; departments; catalog selling; promotional methods; advertising budgets; advertising media; products advertised. Write to Charles W. Gilbert, *Office Appliances*, 600 W. Jackson Blvd., Chicago 6, Ill.

Integrated Media File: Prepared for Industrial Publishing Company's six magazines: *Flow*, for the materials handling field; *Industry and Welding*, for the welding field; *Occupational Hazards*, for the safety field; *Precision Metal Molding*, for the precision metal molding field; *Commercial Refrigeration and Air Conditioning*, for the commercial refrigeration and air conditioning market; *Applied Hydraulics* for the applied hydraulics market. Each folder houses separate sections, presenting detailed market statistics, circulation data, editorial coverage and advertising information. The folders are designed so that the factual information sent out during the year can be readily filed and used for reference, making it easy to keep together all pertinent information relative to each field. Write to Irving Hexter, President, Industrial Publishing Co., 1240 Ontario St., Cleveland 13, O.

Who Buys and Uses Metal-Working Equipment, Accessories and Materials?

A survey conducted by *Metal-Working* magazine among 12,500 key metal-working men, on individual buying power and product use. The study is presented in five separate reports: (1) Cooling Oils & Abrasives; (2) Alloy Ferrous & Non-Ferrous Metals; (3) Finishes, Coatings & Cleaning Equipment; (4) Joining Methods; (5) Cutting Tools & Machine Tool Accessories. Throughout the reports there is constant evidence that the man whose job function includes production is the individual who most frequently influences the purchase of the product studied, and the difference in product use from one type of industry to another. For example, the report on cooling oils and abrasives: Of the 650 different metal-working plants surveyed, 53.90% employ over 1,000 persons; 92.61% usually use an average of four different kinds of cooling oils; of those employed in plants, 40.85% actually participate in their selection or specification; 60.06% of all selection or specification is done by men whose job function is production; 93.58% of the plants usually use four different types and forms of abrasives; 43.99% employed in the plants actu-

ally participate in their selection or specification; 58.75% of all selection and specification is done by men whose job is production. Write to Glenn Sutton, Publisher, *Metal-Working*, 172 S. Broadway, White Plains, N. Y.

Electric and Gas Appliance Sales in New Orleans:

Survey of ownership conducted by New Orleans Public Service, Inc., to point out the size of the market for major appliances in this area. It gives figures on sales opportunities for such appliances as home freezers (125,000 potential users); refrigerators (25,500 potential users per year); dishwashers (133,600 potential users); disposers (136,600 potential users); gas ranges (21,700 potential sales per year); kitchen exhausts (125,900 potential users). Other appliance sales potentials equally impressive: dryers, washers, ironers, water heaters, air conditioning units, ventilating equipment, heating systems, television and radio sets, electric sewing machines. In addition there is an income distribution map of New Orleans. Write to S. L. Drumm, Vice-President, New Orleans Public Service, Inc., New Orleans 9, La.

Distributor's Sales Policies Offer Cues for Manufacturers

An industrial supply house spells out its ideas for a sound relationship with customers and with suppliers. Where do your policies coincide? Do you state your views in writing?

BY LOUIS H. BRENDEN

Merchandising Director, James Thomas Chirug Co.

Squier, Schilling & Skiff, Inc., 30-year-old industrial distributor of Newark, N. J., has what may be the first "Exposition and Statement of Sales Policy" ever spelled out by a distributor.

The introduction says that this doctrine was set down to provide "a concise exposition of our sales policies and practices in order to clear our minds of any misunderstanding. There is nothing complex about our sales thinking; it is simple and direct."

It's Clear

This policy is a masterpiece of clarity. It should be required reading for every manufacturer who doesn't have a printed policy but believes that he should have one.

It is interesting to note that this policy was created not by one individual but by an "Executive Group." This group is composed of Howard Begg, General Manager-Treasurer; Thomas Clynes, Assistant General Manager-Operations Manager; Augustus Foster, Sales Manager; Norman Smith, Accounting Manager; Charles Kienzle, Assistant Sales Manager; Harry Rommel, Assistant Operations Manager.

"We do not attempt to increase our net sales by adding product lines," says Squier, Schilling & Skiff. "Instead we try to increase volume by adding business on the product lines we already handle. A large volume is no guarantee of a profitable operation. Large orders and orders for specials at close margin are not always worth the effort involved.

"Whenever a manufacturer for whom we already distribute offers us a product that competes with the product of another one of our manufacturers, we reserve the right and option to stock and sell the products

of both, thereby allowing the consumer to decide which product best satisfies the market as to quality, price and availability.

"Recognizing that we have just so much physical plant space; just so much in the way of financial resources; and just so much adequately trained manpower, we are attempting to employ these resources toward the achievement of these objectives:

"1. To give our manufacturers the most effective coverage possible in our area so that their participation in the available business will be increased each year.

"2. To give to our customers the consistently superior service which breeds confidence; salesmanship which carries with it a broad knowledge of product and the intent to be genuinely and enduringly helpful.

"3. To give to our workers job security and the satisfaction which comes only with the knowledge of a job well done.

"4. To give our directors good management and a good standard of performance and to give to our stockholders an adequate gain from our operations.

"5. To give to our community a worth-while contribution to its welfare."

There follows an outline of the territory covered by this distributor and his sales policy *outside* of his own territory.

One of the most important pages classifies the distributor's customers. These break down into "PC's" and "Hit's," "PC's" (Personal Contacts) are customers called on every two or three weeks depending on potential. A PC account with a \$100,000 potential is necessarily called on much more frequently than one with a \$10,000 potential. Recognizing that

"where a salesman spends his time determines his income" our company makes a detailed study annually of the buying power of every PC on all 21 of our product lines. This recurring appraisal of our markets has done much to direct our sales efforts into the right channels, "Hit's" (House Accounts in Territory) are prospects who receive no personal calls but are solicited regularly by direct mail. Customers in this classification are those having an average potential of less than \$3,000 per year.

How orders from other distributors are handled is specifically outlined. The same applies to government business.

"Most manufacturers establish what is commonly known as 'suggested resale prices,'" states the firm. "Although not compulsory, these resale prices are adhered to without exception by Squier, Schilling & Skiff. The practice of price-cutting can be a very unprofitable habit. Furthermore, we do *not* meet the cut prices of our competition. This practice has no end. One situation leads to another, and in some cases the alleged cut price is found to be based on rumor rather than on fact."

How to Price

This distributor points out that he believes less confusion will result if he merely passes along to his customers the many varying price change policies of a score of manufacturers. His own policy adheres to manufacturer policies, again purely voluntary on his part.

Here is the distributor's method of handling the return of goods.

From Customers: "Whenever a question of the justness of a customer's claim arises, we try to give the customer the benefit of any doubt. However, when it becomes clear that a customer is attempting to unload obsolete material, our position is firm. Our general policy is to be fair but not easily fooled."

To Manufacturers: "Many of our manufacturers have readable and understandable returned goods policies, in which case our work is made that much easier. In cases where the pol-



tomorrow's
market position
must be
planned
today!

During recent years the products of many industrial equipment, tool and supply manufacturers have been *bought* rather than *sold*. Now, many companies are facing a gradual—and often imperceptible—shift to a buyers' market.

This means that competition will be a lot keener—that manufacturers must set their sights on long range sales and distribution planning. The surest approach to sales production is through a true appraisal of present performance—followed by a general strengthening program.

For the manufacturer selling through industrial distributors, building a strong sales and distribution structure is no longer just an opportunity—it's a prime responsibility! If distribution bogs down at the distributor level, it can have a far reaching effect on the entire organization of the manufacturer.

Here are a few key points that should be reviewed

by manufacturers selling through industrial supply distributors . . .

- • • Product and Product Development
- • • Packaging Design and Protection
- • • Sales Policy
- • • Pricing and Discount Structure
- • • Manufacturers Product Catalogs
- • • Distributors Catalogs
- • • Distributor Promotion and Selling Aids
- • • Manufacturers Sales Schools
- • • Distributor Sales Meetings
- • • Clinics and Exhibits
- • • Association Activities
- • • *Manufacturer-Distributor Contacts*

Plan now to strengthen your distributor structure! For experienced counsel in your sales and distribution planning, contact your nearest INDUSTRIAL DISTRIBUTION representative or write.



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330 West 42nd Street, New York 36, New York.

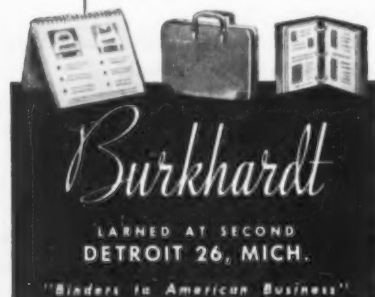
**Industrial
Distribution**

edited exclusively for Industrial Distributors and their salesmen



BINDERS for BETTER BUSINESS by Burkhardt

40 years know-how make Burkhardt Binders better. All sizes—all types in stock and to order. Write for samples and descriptive folder.



COMING . . .

Benson's Butter Headache
Provides Promotion Bonanza
For International's Flour

In Sales Management
December 1

icy of the manufacturer is not clearly stated, much more time is required before an adjustment can be made with the customer. Our objective, naturally, is to obtain as much uniformity as possible in our manufacturers' returned goods policies."

There is a section in which sales coverage is discussed from the standpoint of specialized selling versus generalized selling. This distributor explains why he believes that a compromise, with a relatively large group of salesmen (14) selling a relatively small number of lines (21), is best for his particular territory. The objective: 100% coverage of small, medium and large-size customers.

A paragraph outlines how Squier, Schilling & Skiff ties in with its manufacturers on lines requiring "engineering service."

This distributor has a three-fold method of sales training: (a) in the field; (b) at the manufacturer's plant; (c) at sales meetings on its own premises. "In our opinion, the most effective of these three is training in the field with the manufacturer's field representative.

"Training by attendance at manufacturer training schools depends entirely on the effectiveness of the school. Some of our manufacturers operate effectively; others do not.

"Sales meetings on our premises vary. If the instructor at these meetings not only has good material but is also an effective speaker, the meeting is likely to be worth-while; but either ineffectual presentation or inadequate material can make this type of sales training of questionable value."

What about advertising and sales promotion?

Manufacturers' Literature: "We do not publish a Squier, Schilling & Skiff catalog. Certain items in a distributor's catalog may become obsolete some time after the catalog is published; in some cases the catalog serves only as a reference manual and a very expensive piece of advertising. It is, in fact, somewhat difficult to condense and improve upon manufacturers' literature; and, we have frequently seen distributors' catalogs which are merely reprints of, and extracts from, various manufacturer catalogs. Why not, therefore, use the original rather than the copy?"

Direct Mail: "Our direct mail goes to over 7,000 accounts in and out of the territory, and we have approximately 3,500 active accounts. The addressograph equipment we use for direct mail is checked periodically for corrections, deletions, additions. It

is our policy to use our own direct mail (post cards) more frequently than the direct mail offered us by our manufacturers."

Classified Telephone Directory: "A recent survey indicated that more of our customers were influenced by classified telephone directory advertising than we had supposed. We have, therefore, recently begun to use this medium much more extensively."

Visual Selling Material Supplied by the Manufacturer: "Not all manufacturers sense that much more 'selling' is done by eye than by ear. Good visual selling material 'gets' to a buyer much more quickly than good sales talk. We make every effort to induce our manufacturers to give more attention to visual selling displays."

Space in Business Papers and other publications: "Manufacturers use business publications and, in some cases, newspapers, to acquire and maintain consumer acceptance. Our own advertising dollars, however, are not spent in this way. We use space advertising (such as the manufacturer's inserts in *Mill & Factory*) direct mail and counter displays all tied in together; to a certain degree we also use manufacturers' literature and visual selling material."

General: "All Squier, Schilling & Skiff advertising is directed to the industrial consumer—our customer. We make no effort to reach the general public. Our advertising manager's duties include the responsibility of making maximum use of our suppliers' literature and sales promotional material; of developing our own original direct mail, sales promotional and display material; of co-ordinating closely one with the other. He is also charged with pointing out to manufacturers' advertising managers the benefits and features of the manufacturers' products most useful in field sales work."

Promotion: "Here we include giveaway items such as steel tapes and steel rules, automatic pencils, etc. (which we have used previously). Granted that there is no way of correctly gauging the sales effect of so-called 'giveaway' items, we are convinced that an item suitable for use by the shop man does a great deal to influence the type of buyer not easily reached by direct mail, or other media we employ. The rule we follow is that the item must be one in general use—practical, not a toy."

What about inventory?

"Most distributors are reluctant to undertake distribution for a product for which at least some degree of

SALES MANAGEMENT

TV and the Salesman

"When you present a television program your salesmen are bound to talk about it, your salesmen are bound to be proud of it and they become better salesmen because of it. One of the ways we found this to be true is through the DeSoto television show. Commercials show methods by which cars are repaired. They show salesmen on the floor presenting the automobile's features to customers. By watching these commercials the salesmen become better salesmen. The epitome of good selling is presented to them as examples on TV and they in turn carry out these examples when they are on their own sales floors and in their daily work. They become better at using the right selling phrases and they use right techniques and they learn their product's advantages by this visual type of training..."

Wayne Tiss, BBDO., before the Pacific Council, AAAA convention.

consumer acceptance has not already been established. Even when consumer acceptance is present, many distributors do not like to stock a product adequately until sales volume justifies or compels it. However, we have come to believe (particularly in recent years) that a market cannot be established without first stocking the merchandise. Our experience with Boston Gear products, Cleveland, Greenfield, etc. established that as a fact. The inventory must come first; sales then follow."

Their sign-off is one with which any manufacturer would have trouble disagreeing. Here is what it sets as a goal:

"In general, our sales policy is not necessarily designed to obtain the largest volume, nor is it our objective to make the most 'noise.' Steady year-in, year-out—yet unspectacular—sales work pays the highest dividends. There is a vast difference between reaching for a larger net sales volume and running a business so that each month's operation gives evidence of more intelligent management and better teamwork among personnel.

"Our two prime assets are (1) the good will of our customers, and (2) the good will of our suppliers. Our aim is to protect and develop both."

The End

NOVEMBER 20, 1953



Got a moving problem?

A place for everything—



and everything in its place—when AMERICAN RED BALL moving specialists transfer office equipment, home furnishings! Yet—COST IS LOWER THAN MOST! Consult yellow pages of your 'phone directory for your nearest AMERICAN RED BALL agent! FREE PERSONALIZED ESTIMATE!

Rely on AMERICAN RED BALL

TRANSIT COMPANY, INC.

PIONEER NATION-WIDE MOVERS

- EFFICIENT
- ACCURATE
- Analysis of your market...

All population, income and retail sales data published in the *Survey of Buying Power* are available on IBM cards at nominal cost.

By using only those cards conforming to your particular sales territories you can conveniently apply the SALES MANAGEMENT *Survey of Buying Power* to your own market areas. It is only necessary to determine what factors (or combination of factors) published in the *Survey* would reflect consumer demand for your product. For information, without obligation, write or phone:

Dr. Jay M. Gould
MARKET STATISTICS, INC.

432 Fourth Avenue
New York 16, N. Y.
Murray Hill 4-3559

South's Finest FRUIT CAKE
THE IDEAL
Christmas
Gift

DURDEN'S DELIGHT

Buzz your "girl Friday" TODAY, Mr. Executive. Ask her to see that your special customers, clients, employees and business associates receive a delightful fruitcake from Modern Durden's Bakeries this Christmas. Be sure to include your wife or best girl, too!

Yes, sir, there's no finer gift than these delicious fruitcakes, fresh from Durden's Modern Bakeries, deep in the South. The finest fruits expertly blended with choice nuts. Flavored to delight anyone who appreciates the art of fine baking.

Order Now!

5 lbs. . . \$8.50

3 lbs. . . \$5.25

POSTPAID



Packed in tins to insure freshness.
Prompt delivery anywhere in the U. S.

An appropriate greeting card, announcing your gift will be inserted with each shipment, if requested.

Mail check or M. O. to . . .

DURDEN'S BAKERIES

1067-C Peachtree St. N.E., Atlanta, Ga.

Better Teamwork, Less Friction With Management Job Descriptions

(continued from pages 24 and 25)

assignment of his duties and responsibilities."

Because a job description sets down in black and white the "what," "why," and "how" of a job, it makes it clear to the Sales Manager and to all others in the organization what his duties and responsibilities are. In addition, when the Sales Manager's job description is combined with an organization chart and the job descriptions of other key personnel in the company, it becomes a part of a Management Guide which serves as a common basis of understanding for all personnel in the organization.

2. What do they contain? Because a Sales Manager's job description outlines the responsibilities and authorities of a particular Sales Manager in a particular company, there are no standard or "form" job descriptions available which will do a really efficient job in your company. For example, think about your own responsibilities. Consider how they differ from those of other Sales Managers with whom you are acquainted. Because your job is different, your job description must reflect such variations if maximum benefits are to be realized. For this reason a tailor-made description must be prepared in every instance.

Despite the need for specially prepared job descriptions, our experience shows that there are certain basic factors which appear in all good job descriptions. Briefly, each Sales Manager's job description should contain the following:

- a. The complete title of the position described.
- b. The title of the person to whom the Sales Manager reports.

- c. The titles of all persons reporting to the Sales Manager.

- d. A general statement of the basic function of the job.

- e. Detailed statements regarding the specific responsibilities of the Sales Manager regarding: long-range planning; sales program development; organization and staffing; sales program execution; general administration.

What He Does

Exhibit I reproduces the job description for the Sales Manager of a company that is engaged in manufacturing and selling a complete line of power tools. The company's products are sold through exclusive distributors to a large number of franchised dealers throughout the U. S. The description presents the complete title of the Sales Manager, his place in the organization, his basic functions, and his specific responsibilities.

3. How are they helpful? The development and use of job descriptions produce a wide variety of benefits. A company that makes effective use of them will find that they:

- a. *Improve individual performance by:*

- Helping each man to know his job better.

- Stimulating greater initiative since once a man knows his responsibilities and authorities he is free to proceed on his own.

- Improving morale through providing participation in preparing the descriptions, granting recognition for

all contributions and charting the steps for advancement.

- b. *Increase teamwork by:*

- Making each person aware of the duties and responsibilities of others.

- Improving communication by establishing definite patterns of authority.

- Eliminating friction between departments and individuals by carefully defining responsibilities.

- c. *Simplify the job of managing personnel by:*

- Making it easier to select personnel, since the statements of duties can readily be translated into job specifications.

- Speeding the indoctrination of new men who join the company, and of old employees who move into new positions.

- Serving as part of a salary administration program.

- Providing positive accountability on the part of all executives thus making it easier to run down poor performance and to locate and reward good work.

From the foregoing it is apparent that there are substantial benefits to be gained from the development and utilization of job descriptions. Companies that make effective use of them find that they help to achieve increased production and greater profits.

4. How are they prepared? Earlier in this article you read that all Sales Managers should have job descriptions. It was stated that a Sales Manager's job description should be part of a Management Guide which contains an organization

to sell RURAL MISSOURI

use the 

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles, and San Francisco

Missouri Ruralist



chart of the company as well as job descriptions for all key executives. Today there are some companies in which top management does not fully appreciate the advantages of this kind of program. In such situations, the progressive Sales Manager will do well to prepare job descriptions for himself and his personnel even though similar programs are not carried out by other departments. In fact, the successful application of this technique within the sales department may start the ball rolling and eventually lead to a company-wide program.

Whether the program is carried out on a company-wide or only on a departmental basis, the basic steps in preparing the job descriptions are the same:

1. fundamental objectives of the company (or department) are reviewed and formalized in writing.

2. The major policies currently in effect are evaluated to make certain that they are aimed at the accomplishment of such objectives.

3. A chart of the existing organization (company or department) is prepared.

4. An ideal organization chart is drawn which takes into account all activities to be performed. Activities of a similar nature or requiring a common viewpoint are grouped together.

5. The ideal plan is tested with a variety of hypothetical situations to see if it will work. Where trouble is encountered the ideal organization may need to be altered.

6. The two charts—the ideal and the actual—are compared. Wherever major differences occur, management has an unmistakable sign that some

modifications in the organization should be considered.

7. Job descriptions are written for each position shown on the altered ideal chart. These descriptions should contain the information previously discussed.

8. The new organization plan, including both the chart and the job descriptions, is reviewed by management and all persons covered. This must be done if each member of management is to understand the new organization, and his duties and responsibilities.

9. A Management Guide is prepared for use of the individuals concerned. It contains the company's organization chart, job descriptions for all key positions, as well as statements of the firm's major policies.

No single individual can do a complete job of preparing job descriptions for a company or a particular department. The development of such a program is a team activity. It is only through cooperative discussion and appraisal that management can be sure that the correct objectives have been selected and that all the responsibility and authority needed to achieve those objectives have been delegated to the proper individuals.

Perhaps one of the greatest benefits accruing from this type of program is the spirit of cooperation which develops in preparing the descriptions. Not only does working together make for more complete descriptions, but it paves the way for easy installation and use of the program.

Finally, once the descriptions have been prepared and approved, it is important that they be reviewed periodically to make certain that they are kept pertinent to changing conditions.

The End

GENERAL SALES MANAGER

Here is an outstanding opportunity for a man of unusual executive sales ability to assume the responsibilities of General Sales Manager in our organization. We are a well-established, medium-sized manufacturer of power equipment, located in the suburb of a large, mid-western city. We are interested in expanding our sales on a national basis directly through dealer outlets.

The man for whom we are looking has had several years' experience in a sales management position and is now prepared for larger areas of responsibility. He is probably between the ages of 35 to 45, mature, stable and young enough to be able to grow, with an expanding organization. The man selected will be eligible for participation in our executive profit-sharing plan.

Salary is open. Our employees know of this ad and all replies will be confidential. Box No. 3006.

ADVERTISING AND MERCHANDISING

MANAGER WANTED

Biscuit and Cracker company with modern manufacturing facilities in the East invites applications for position of Advertising, Sales Promotion and Merchandising Manager. Preferably, but not essential, a person with some biscuit and cracker manufacturing and sales experience. Position offers excellent opportunity for future advancement. Salary will be based upon past experience and advancement upon results obtained. All replies will be held strictly confidential. Write Sales Management, Box 2999 stating experience and qualifications.

FREE

CONSTANTLY CORRECTED MAILING LISTS

Manufacturers, Wholesalers, Retailers.
Hotels, Colleges and many others.

ALL LISTS ON PLATES
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Stillwell 4-5922

SALES DEVELOPMENT MGR.

Here's a man that may fit your organization needs. An experienced industrial ad manager with a strong interest in market development and sales organization activities would like to head up all these for some manufacturer. Can cite record of outstandingly successful activities in all these fields. Background of nineteen years broad industrial and consumer products experience. For more details write Box 3003.

Be your own boss, for sale Moving and Storage Business, Long established in vast growing California town, Good income, \$12,500. Terms to reliable party or may take partner. Box 3004, Sales Management.

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y.

REPRINTS

282—What Happens to Margin and Profit When You Cut Prices 5%, 10%, 20%?, by T. G. MacGowan. (Price 10c)

281—Wanted: More Creative Selling For Products Sold to Industry (five articles), by Alan E. Turner. (Price 50c)

280—How to Put Warmth and Friendliness Into Your Letters (five articles), by Robert E. Smallwood. (Price 50c)

279—10 Common Weaknesses in Sales Supervision, by C. L. Lapp. (Price 10c)

278—What Distributor Salesmen Want Most in Meetings, by Louis H. Brendel. (Price 10c)

277—How to Determine If Your Product Can Be Sold Door-to-Door, by Norman Brucks. (Price 25c)

276—Why Price is 10th in Buyer Preferences, by David Markstein. (Price 5c)

275—It's No Time for Buck Fever When the Buyer Says, "How Much?" by W. C. Dorr. (Price 5c)

274—Babies Mean Business, by A. R. Hahn. (Price 25c)

273—Cost of Salesmen in the Field—Up 25% Since 1950, by A. R. Hahn. (Price 50c)

272—Ten Commandments for Salesmen, by Jack W. Thompson. (Price 5c)

271—Buyers I Dislike! by Ray B. Hesser. (Price 5c)

270—Cancel Now Trains with Seminars for Salesmen, by John H. Caldwell. (Price 10c)

269—Don't Be a Half Failure! by Philip Salisbury and Arthur A. Hood. (Price 10c)

268—It's Good Management to Keep Tabs on Your Competition, by Richard C. Christian. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available until present limited stocks are exhausted. (Price is indicated.)

CANADIAN EDITION — Survey of Buying Power, May 10, 1953. (Price \$1.00)

The INDUSTRIAL Survey of Buying Power—May 10, 1953. (Price \$1.00)

How to Find and Sell "The Man" When You Call on Blue-Chip Giants, by Eugene B. Mapel. (Price 10c)

Come Clean With Your Agency—And Get Better Advertising, by James C. Cumming. (Price 5c)

10 Big Benefits You Enjoy When You Put Your Policies in Writing. (Price 10c)

The Three Biggest "Problem Areas" in Sales Management, by J. O. Vance. (Price 10c)

Centaur Finds a Short Cut for Handling Salesmen's Expenses, by R. E. Gray. (Price 10c)

Key Questions to Ask Salesmen When You Revamp Territories, by B. M. Austin. (Price 10c)

SHOP TALK—When the Call-Report Says "No Sale," by A. R. Hahn. (Price 5c)

P-o-P Cooperative Program Pays Off for Soft Drinks. (Price 10c)

A Second Look at Last Summer's Boom in Air Conditioner Sales, by P. Bernard Nortman. (Price 10c)

Sales Wins a Bigger Voice on Biggest-Company Boards, by Lawrence M. Hughes. (Price 25c)

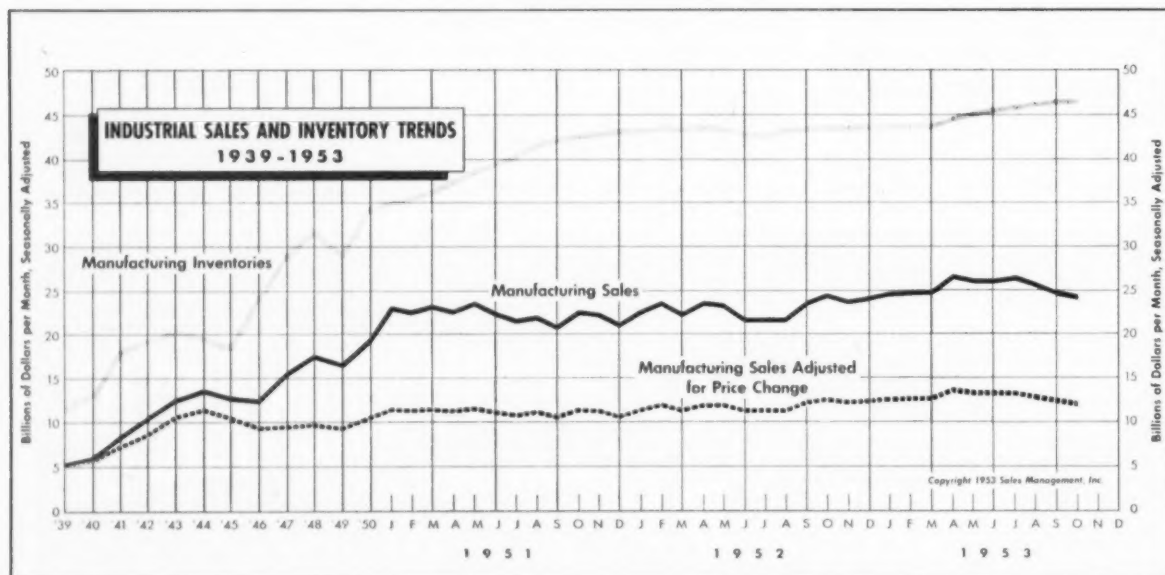
New in the Distribution Scheme: the Ethical Drug Jobber, by Elsa Gidlow. (Price 25c)

Snap-On Trains Salesmen to Talk Benefits. (Price 35c)

Hamm's Gains Ground in the Battle of the Beers. (Price 10c)

Farm Market Sales Tactics That Leave Quotas Far Behind, by A. R. Hahn. (Price 25c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1. . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6. . . . More than 12, 50c each.



Manufacturing shipments in October continued to sag slightly from the April peak level. The drop reflects the fact that for over one half year the F. R. B. index of industrial production has fallen

below the March peak. In November the large automobile manufacturers are finally beginning to curtail operation to allow dealers to dispose of 1953 models, thus contributing to the current decline.

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Consumer Product

This position is for mature (40-50) college graduate with exceptional record in selling, sales supervision, and at least three years experience in sales training as director or assistant in charge of sales training. You would install and develop training program for large selling and merchandising organization. The man we are looking for may now be "second in command" and seeking opportunity to head his own department. He should also be willing to relocate. WRITE detailed resume of background to BOX 3005.

The Scratch Pad

BY T. HARRY THOMPSON

As 1953 moves into the home-stretch, Tessie O'Paque says her Movie-of-the-Year was "Stagline 17."

And Allan Hovey, who writes the "Pass the Apple-Butter" page in *Poor Richard's Almanac*, paragraphs: "Arrival of the war-movie on the local scene caused us to mutter just loud enough for T. Harry Thompson to hear: 'Come early and Stalag.' If this gets picked up in SALES MANAGEMENT's *Scratch-Pad*, we'll feel a little better about our bilingual pun."

EMBEZZLER: A guilt-edged investment.

SHEPHERD: A man given to wool-gathering.

"Just can't wear it out!" says a local retailer about a shoe. A bedroom-slipper, obviously.

This is to let Reader Jonas Mayer know that I accidentally caught his interview on an Art Linkletter program awhile back. Also, that I joined the studio-audience in applauding Joe for the job he is doing in hiring handicapped workers.

NET—"You say he's a star salesman?"
WIT—"Yeah; he can even get an order out of chaos."

Ex-Ayerdale Tom Warren started punning for Life Savers back there in 1919 with "Four Holesome Flavors." Life Savers are still at it with: "Pleasant way to lose 5 cents."

Rhythm Section: "Mushrooms and cream . . . what a heavenly team!"—*Campbell's Soups*.

Surprise twist by Webcor Tape-Recorder: "A few words worth a thousand pictures."

Our Pratt Falls correspondent says that, with Miss O'Hara and Miss O'Sullivan on the same set, the director could tell it to the Maureens.

Writes Herb Rinn, sales-personnel manager of Moore Business Forms: "Prompted by an item in SM, I suggest that sales managers generally do not consider their salesmen to be particularly outstanding citizens, because, on the maps which usually hang in their offices, the salesmen are represented as pin-heads."

Horace Williams liked a Macy admonition: "Go waistcoat, young man!" Also a Chemical Trust poster: "No minimum balance. Carry your money in your pen."

Seeing the success of the Pennsylvania Turnpike, New Jersey built one of her own. One good turnpike deserves another.

"A Scratch-Pad fan" (no further identification) in a note postmarked "Champaign, Ill." writes: "How would you write: 'There are three 2's in the English language?'" As our anonymous correspondent well knows (with "to," "too," and "two"), you don't write it; you just say it.

My neighbor, Mr. Seligman, makes with the riddles. "What's the difference between Coca-Cola and Ivory Soap?" he asks me as we enter the apartment elevator. I brace myself for the answer: "Coca-Cola is the pause that refreshes, and Ivory Soap refreshes the paws."

"I'm no ad-writer," says Jack Kramer, America's greatest tennis-player.—*Lucky Strike*. That's okay, Jack. I'm no tennis-player.

In a sapient sentence, George Chisolm says: "So far in the history of the world, there have never been enough mature people in the right places."

Book Section: If you like mountain-climbing, you'll love *Annapurna*, by Maurice Herzog, the French Alpinist. Me, I can't climb up on a kitchen chair. If I *had* to see an ice-encrusted peak in the Himalayas, I'd use a Piasecki helicopter. Preferably steam-heated.

Idea for the International Correspondence Schools: Print an actual help-wanted ad and the headline: "Could you get this job?" Obviously, the successful applicant would need the kind of special training the I.C.S. supplies. Identity of the advertiser could be blacked out. There could be a series of such I.C.S. ads, covering every course in the curriculum.

On "What's My Line?" genial moderator John Daly could tell a contestant: "Ten flips and they've flopped."

DOG: A carnivore that likes his postmen bite-size.

Ed Jones hopes I won't sue him for paraphrasing a Whitman's Chocolate line for "strictly an internal affair" at RCA Victor: "A customer never forgets the company that remembers to produce QUALITY products." I'm flattered, Ed.


Clever stocking-headline by Gimbel's: "We're back to the long-stemmed American beauty."

U.S. Steel's Ben Fairless told the Economic Club of Detroit that, if America rises to the opportunity now presenting itself, the next 20 years should be the greatest in our history. Who has a better crystal ball than Ben?

West Coast packers, obviously, see no stigma in the phrase, "apple-selling."

GARBAGE-MAN: A fellow who's slop-happy.

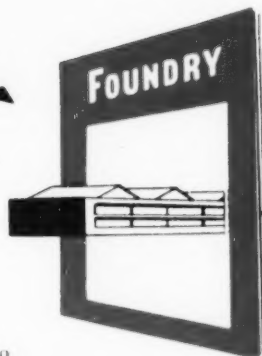
SALES MANAGEMENT



Step ahead in this five billion dollar market with Foundry's **PLUS 5 SERVICE**

What is PLUS 5? It's your key to more business from foundries. It gives every FOUNDRY advertiser a bonus he can get from no other source. Here is help in analyzing this market—studying sales territories and potentials—planning the sales effort—and creating a constructive promotion program to the 5 billion dollar foundry market. It's time to take a new look at this market—and at the unusual selling aids we have for you. Say PLUS 5 to your FOUNDRY representative and he'll show you this 5-step program designed to move more of your products into foundries.

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YOUR ADVERTISING gets more buying action in the multibillion dollar Chicago market when it appears in the Tribune. More than to any other medium, people turn to the newspaper for buying ideas. And in Chicago the Tribune, with greatest coverage and reader interest, produces greatest sales.

Manufacturers, retailers and want advertisers place more of their budgets in the Tribune than in all other Chicago newspapers combined. During the twelve months ended June 30, 1953, they placed in the Tribune over \$57,000,000.00 in advertising —far more than has ever been placed in a similar

period in any other newspaper in the world.

Readers of the Tribune are your best—and basic—Chicago prospects. They are the ones whose buying has greatest impact at retail counters and greatest influence with retailers. They are the ones whose preference for your brand results in greater sales and a stronger market position.

A Tribune representative will be glad to discuss with you a plan that will help you build a consumer franchise for your brand among the families who read the Tribune. Why not ask him to call now while the matter is fresh in your mind?

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Fitzpatrick & Chamberlin
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